

EUROPEAN NEWS

Commission orders zinc producers to end 'mutual' help

BY GILES MERRITT IN BRUSSELS

LEADING EUROPEAN zinc producers have been given a stern order by the European Commission to desist from "mutual assistance" pacts, and two of the five companies involved have been heavily fined by Brussels for infringing EEC competition law.

But the Brussels Commission's action against what officials describe as a "grey area" of competition distortion in the zinc industry coincides ironically with EEC moves to establish a new form of zinc industry cartel that would encourage the EEC's 12 major producers to accelerate their restructuring efforts.

Under a scheme that the European Commission is understood to be backing, a "joint closures fund" worth up to \$44m would be set up by the main producers to help pay for shutting at least 150,000 tonnes of excess capacity equivalent to some 10 per cent of the EEC's total installed zinc-producing capability.

Members of the proposed closures cartel would all subscribe to the fund and would receive some \$220 for each tonne of capacity that

was permanently closed. Only the French and Belgian Governments are believed to be resisting the plan, for fear that their zinc sectors would be cut too sharply.

Commission officials were yesterday making plain that there was no contradiction between Brussels' support for a closures arrangement in zinc and its decision to clamp down on reciprocal supply and market-sharing deals that have for 15 years or more been a notable feature of the EEC zinc industry. They argued that under Article 85 of the Rome Treaty's competition section, the closures cartel would benefit the consumer, while the various "grey area" practices did not.

The five companies that have been told they must drop their restrictive practices are Royale Asturienne, Rheinische Zinkwerk, Penarroya, Vieille Montagne and Prayon of Belgium. The first two concerns have been fined 400,000 Ecu (European Currency Unit) and 500,000 Ecu respectively for operating briefly a system to curb imports that was designed to protect their respective French and German domestic markets.

UK steel to benefit from price flexibility

By Our Brussels Staff

BRITAIN yesterday secured a flexible steel pricing formula from the European Commission intended to prevent UK steel-makers from being hit by the new steel guideline prices that come into force on January 1.

The special deal now worked out between the UK and Brussels aims to take account of sterling's volatile level against the European Community Unit (Ecu), which is the basket of EEC currencies on which the prices of the 15 main steel product categories are being based.

The effect of the compromise agreement is that UK steelmakers, notably the British Steel Corporation, will in the New Year be able to post domestic prices that are marginally lower than those of their Continental competitors.

Had the British Government not won the right to average out the exchange rate between sterling and the Ecu over a period of three months, the result would have been that British steel producers' list prices would have been lifted by some 2-3 per cent

Search continues for common coal policy

BY JOHN WYLES IN BRUSSELS



Viscount Etienne Davignon indefatigable

FROM THE point of view of the British Government, a new EEC policy which would ease the burden of London's payments to the Community budget and at the same time give a practical demonstration of the benefits of EEC membership to Mr Arthur Scargill and his National Union of Mineworkers, is something devoutly to be wished.

A common coal policy has for years seemed a fantasy given the lack of interest among most other member states and the easy availability of cheap imports from Australia, Poland and elsewhere. Today, however, Community Energy Ministers are going to devote five or six hours to talking about nothing else but a coal policy at an informal meeting in Copenhagen.

The immediate political significance of this meeting is that Mrs Margaret Thatcher, the British Prime Minister, has decided to attend. A report from the EEC budget and ought to welcome a policy which could directly benefit its troubled coal industry.

The Commission, meanwhile, also wants to be helpful. Mr John Gummer, Britain's Minister of Energy, will not be alone in arguing the case for coal in Copenhagen today.

West Germany, the second largest producer with an output last year of 85.2 million tonnes, is generally sympathetic and certainly anxious to maintain an existing subsidy on coking coal. Bonn is also worried about its EEC budget balance and ought to welcome a policy which could directly benefit its troubled coal industry.

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The Community's overall aim is less dependence on imported energy, particularly oil, and the Commission suggests Ministers might want to consider spending more EEC money on the production and distribution of coal, lignite and peat.

The British have been more specific and tabled six "desirable" elements for an EEC coal policy:

• Payment by the Community of interest rate subsidies on investment in economic coal production.

• Community aid for restructuring the coal industry. With imports now accounting for 23

per cent of total consumption in the EEC, Whitehall accepts that coal production is likely to fall over the next decade—a possibility which Mr Scargill has seized upon and is determined to resist. Britain wants to see special retraining and other social aid measures to help cope with redundancies.

• EEC support for cyclically high pithead stocks. These aid to security of supplies, but are expensive to maintain.

• Environmental measures, encouraged by the Community, to deal with the impact of coal mining.

• More transparent pricing to ensure that coal is sold to consumers at prevailing market rates—the British have doubts about price levels in Germany.

• Community aids for infrastructural and coal handling developments so as to encourage consumption.

Even if all Britain's partners were to embrace this programme today, it would be unlikely ever to yield more than a modest contribution to reducing the UK's coal dependence.

In addition, a coal policy will

be no help at all to the UK unless everyone agrees that it should be financed out of the general EEC budget, as distinct from the Coal and Steel Community budget which is much smaller and financed by levies on the two industries and by direct government contributions. However, the British and the Commission would be prepared to argue that the general budget is there to finance Community policies and energy is undoubtedly one of those.

The attitude taken today by the EEC's Commissioner, the indefatigable Viscount Etienne Davignon, could be of singular importance. If he puts his considerable negotiating talents behind the search for a coal policy, then real progress is possible over the next few months. Its importance in relation to the British budget problem will not have escaped Mr Davignon, particularly at a time when the European Parliament is loudly demanding policy solutions to the British budget deficit.

Finally, some effective spadework on behalf of British interests might put the shine back in M. Davignon's image, somewhat because of his leading role in organising the humiliating majority vote against the UK on farm prices in May.

French inflation accelerates but remains on target for year

BY DAVID HOUSEGO IN PARIS

THE FRENCH inflation rate accelerated in November after the end of the four-month price freeze.

According to provisional figures released yesterday, prices rose 1 per cent in November compared with a cumulative 1.5 per cent during the July-October period. Over the 12 months to the end of November, prices have thus risen 6.4 per cent.

The sharper increase in November reflects the rise in prices of a number of products for which increases were permitted at the end of the freeze. These included cars, clothing, food items and certain public tariffs, including the railways and the Paris Metro.

But prices still remain subject to government regulation over a wide area, keeping the "nominal" rate of inflation below the "true" rate. Latent inflationary pressures in the economy are partly reflected in large deficits run up by public-sector corporations.

None the less, the Government now seems assured of achieving its 1982 target of bringing inflation below 10 per cent for the year. The cumulative increase for the first 11 months is 8.8 per cent, and in the



M. Jacques Delors

months ahead inflation should also benefit from a slowdown in prices worldwide and from the fall in the dollar.

But to maintain the anti-inflationary momentum, M. Jacques Delors, the Minister of Finance, has

announced that monetary norms next year will be tighter than this, when a 12% to 13% per cent target was set. The new norm is expected to be close to 10 per cent, in line with the Government's aim of an 8 per cent inflation rate.

The impact of the deflationary measures taken since the devaluation of the franc in June has been further demonstrated in the latest Bank of France inquiry into business activity, published yesterday. This shows that industry anticipates continued stagnation at the end of the year and into 1983.

An important factor in this, the Bank of France says, is the fall in export orders, particularly from the EEC.

The slowdown is not yet being reflected in an increase in bankruptcies. According to new figures, also published yesterday, the number of companies going bankrupt fell marginally on a seasonally adjusted basis to 1,714 from 1,825 in October.

During the first 11 months of the year, some 19,000 companies have gone into liquidation—slightly fewer than in the same period last year.

Gibraltar's gates open to pro-British clamour

GIBRALTAR—The gates which cut off the British rock colony of Gibraltar from Spain for a year swung open yesterday to shouts of "we want to stay British" from Gibraltarians crowded behind police barriers.

The Spanish gates, shut in 1980 by Franco to press Spain's claim to sovereignty over the colony, were opened at one minute past midnight on the order of Spain's new Socialist Government, for "humanitarian reasons". But a political row erupted when Sir Joshua Hassan, Gibraltar's Chief Minister, said he was disappointed at the British Government's decision to keep its gates open 24 hours a day.

Gibraltar's Council of Ministers said they should be closed for four hours every day in retaliation for Spain restricting border crossings to Spaniards, Gibraltarians and British residents in the colony.

About 70 Gibraltarians and Brit-

ish residents in the colony waiting to cross the border gazed at the gates and by midnight were pushing impatiently to be let through.

St Joseph Ojeda, 58, a Spanish electrician who works in Gibraltar, said he was going to see his family which he had not been able to afford to visit during the blockade. "What's important is that Franco's Spain is out and that the Socialists are showing us the right way."

Until yesterday only ambulances and hearses were allowed through the gates and the only way off the rock was across the Straits of Gibraltar to Tangier by boat or plane. Until five years ago Gibraltarians could not even telephone Spain and divided families were forced to shout news through the gates.

From La Linea, on the Spanish side, police said 102 people crossed into Gibraltar in the first half-hour of the border being opened.

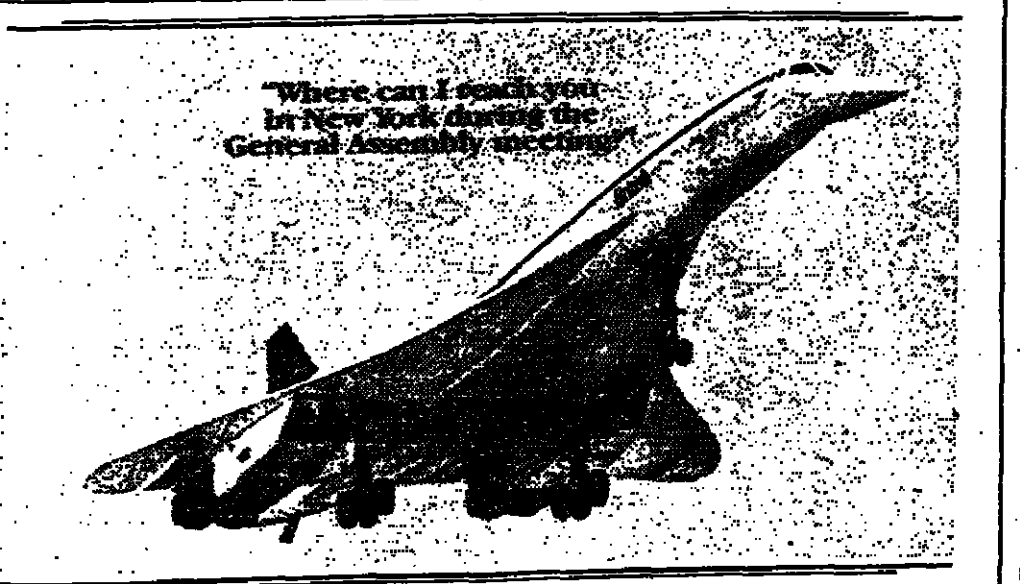
Shultz call for Spain to stay within Nato

MADRID—Mr George Shultz, the U.S. Secretary of State, told Spain's new Socialist Government yesterday that he hoped Spain would decide to remain in the North Atlantic Treaty Organisation.

Mr Shultz arrived in Madrid earlier in the day on the next to last step of his two-week tour of European capitals. He is due in London today.

Although Spain has a new Socialist Government, the Reagan Administration clearly hopes to maintain the same good relations it had with the previous Government. Mr Shultz said his visit here was intended to support "democracy in Spain."

"A major effort here is to sort of up our hats to the fact that the democratic tradition in Spain seems to be growing and we are very supportive of it."



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The distinctive numbers of the Bonds, drawn in the presence of a Notary Public, are as follows:

3	18	313	327	342	359	373	412	427	441	24863	24878	24893	24907	24922	24937	24951	24966	24981	24995
456	471	485	500	515	529	544	592	612	627	25044	25059	25103	25147	25185	25215	25255	25295	25339	25383
761	785	808	831	854	877	900	948	972	996	25268	25283	25327	25371	25415	25459	25503	25547	25591	25635
1515	1530	1545	1560	1575	1590	1605	1653	1678	1702	25482	25497	25541	25585	25629	25673	25717	25761	25805	25849
1768	1782	1797	1812	1826	1840	1854	1902	1927	1951	25696	25711	25755	25799	25843	25887	25931	25975	26019	26063
2526	2541	2556	2570	2585	2600	2614	2658	2683	2707	25910	25925	25969	26013	26057	26101	26145	26189	26233	26277
2673	2687	2701	2715	2729	2743	2757	2801	2826	2850	26124	26139	26183	26227	26271	26315	26359	26403	26447	26491
2820	2834	2849	2864	2878	2893	2907	2951	2976	3000	26338	26353	26397	26441	26485	26529	26573	26617	26661	26705
3105	3155	3161	3171	3218	3341	3390	3404	3429	3453	26552	26567	26611	26655	26699	26743	26787	26831	26875	26919
3520	3530	3535	3540	3545	3550	3555	3560	3565	3570	26766	26781	26825	26869	26913	26957	27001	27045	27089	27133
3667	3687	3697	3704	3711	3718	3725	3732	3739	3746	26980	26995	27039	27083	27127	27171	27215	27259	27303	27347
4025	4035	4040	4045	4050	4055	4060	4065	4070	4075	27194	27209	27253	27297	27341	27385	27429	27473	27517	27561
4217	4227	4232	4237	4242	4247	4252	4257	4262	4267	27408	27423	27467	27511	27555	27599	27643	27687	27731	27775
4378	4388	4393	4398	4403	4408	4413	4418	4423	4428	27622	27637	27681	27725	27769	27813	27857	27901	27945	27989
4539	4549	4554	4559	4564	4569	4574	4579	4584	4589	27836	27851	27895	27939	27983	28027	28071	28115	28159	28203
4686	4696	4701	4706	4711	4716	4721	4726	4731	4736	28050	28065	28109	28153	28197	28241	28285	28329	28373	28417
4833	4843	4848	4853	4858	4863	4868	4873	4878	4883	28264	28279	28323	28367	28411	28455	28499	28543	28587	28631
4970	4980	4985	4990	4995	5000	5005	5010	5015	5020	28478	28493	28537	28581	28625	28669	28713	28757	28801	28845
5113	5123	5128	5133	5138	5143	5148	5153	5158	5163	28692	28707	28751	28795	28839	28883	28927	28971	29015	29059
5256	5266	5271	5276	5281	5286	5291	5296	5301	5306	28906	28921	28965	29009	29053	29097	29141	29185	29229	29273
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5685	5695	5700	5705	5710	5715	5720	5725	5730	5735	29548	29563	29607	29651	29695	29739	29783	29827	29871	29915
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AMERICAN NEWS

Regan supports Fed policy as industrial production sinks

BY ANATOLE KALETSKY IN WASHINGTON

AMID further indications that the U.S. economy is sinking still deeper into recession, the Reagan administration expressed unqualified support yesterday for the Federal Reserve Board's efforts to lower interest rates and reduce the money supply.

Mr. Donald Regan, the Treasury Secretary, praised the Fed for easing monetary policy and deliberately encouraging interest rates to drop.

He said that the Fed's governors, who decided to cut the discount rate to 8.5 per cent on Monday despite the absence of any downward market pressure on interest rates, were clearly signalling that "they would like to see lower interest rates."

But far from repeating any of his previous criticisms about the dangers of monetary relaxation and the need to focus policy on monetary targets rather than interest rates, the Treasury secretary predicted that the Fed's actions would lead to further falls in interest rates in "the next several months."

In a wide-ranging interview yesterday he dismissed suggestions that the Fed's easing threatened to reignite inflation.

Mr. Regan's comments provided one of the clearest indi-

cations to date that the Reagan Administration, like the Central Bank, is now preoccupied first and foremost with promoting economic recovery. The fight against inflation has been unexpectedly successful and worries about the dangers of a more relaxed policy are now confined to the impact such a policy could have on market expectations.

Industrial production figures published yesterday showed a 0.4 per cent fall during November, after 0.8 per cent declines in the previous two months.

The figures underlined the reasons for the Administration's growing anxiety about a recovery. Within the 0.4 per cent fall in overall industrial production reported for November, all the main industrial categories declined, with the exception of defence and space equipment.

A slight uptick in consumer goods output during October was reversed. Investment goods production continues to fall rapidly. Surveys of inventory intentions published last week by the Commerce Department showed that investment is likely to fall further in the next six months.

Teamster chief convicted of conspiracy to bribe

BY PAUL BETTS IN NEW YORK

MR ROY WILLIAMS, President of the International Brotherhood of Teamsters, the huge and powerful trucking industry and transport union, was convicted yesterday by a federal jury in Chicago of conspiring to bribe a U.S. senator.

The jury also convicted four other teamster union related co-defendants on charges of conspiracy, fraud and interstate travel to attempt to bribe Nevada Senator Howard Cannon, a Democrat, to help prevent legislation to deregulate the U.S. trucking industry.

Senator Cannon was not indicted. The defendants will be sentenced on January 10.

The elaborate bribery scheme involved an offer to Senator Cannon to obtain the exclusive

right to buy for a fixed price of \$1.4m some Teamster-owned property in Las Vegas.

Mr Williams and the four other defendants each face a possible five-year prison sentence and \$10,000 in fines on each of the 11 counts on which they were tried.

The other defendants include Mr Allen Dorfman, a millionaire Chicago insurance executive, Mr Joseph "Joey the Clown" Lombardo, a reputed mobster and said to be a liaison agent with the Teamsters for the Chicago crime syndicate, Mr Andrew Massa, a part-time employee of the Teamsters pension fund, and Mr Thomas O'Malley, a Teamster pension fund trustee and former Chicago police officer.

New U.S. high-yield account launched

By Paul Taylor in New York

RESERVE Management Company, the financial services group which pioneered the money market fund in the U.S. and Mellon Bank, the 15th largest U.S. bank, yesterday launched the latest in a growing number of high-yield asset management accounts with full cheque-book facilities.

The new account, called reserve cash performance account, is RMC's entry into a market dominated by Merrill Lynch's cash management account launched five years ago.

Mellon will provide processing services for the new account which will be marketed directly and through 137 regional brokers in the U.S. The new account requires an initial customer deposit of \$10,000, comes with Visa and MasterCard cards which can be used to debit the account, a minimum \$2,000 credit line and unlimited cheque book facilities for an annual fee of \$50. The account also automatically transfers, or "sweeps" available cash from a customer's brokerage account into the fund.

Deposits in the reserve account will initially be invested through a money market mutual fund in government securities.

As such, the account could be a strong competitor to the high interest insured and limited current accounts launched by the U.S. banks earlier this week.

Mr Bruce Kent, general partner of RMC, said: "Reserve CPA will appeal to brokers deciding not to develop their own asset management accounts or preferring not to invest through large brokerage firms with whom they compete."

Asset management accounts have grown increasingly popular in the U.S. with wealthy investors of estimated 1.1m accounts Merrill Lynch, the Wall Street financial services group, has almost 900,000 accounts with about \$200m in them. Merrill, which has tried to patent its account, has been followed into the market by a growing number of other financial services companies.

Paul Betts follows the ups and downs of a British retailer's U.S. ventures

Conran gambles on New York's 'singles'

MR TERENCE CONRAN is taking another calculated gamble in the U.S.—a market which has so far produced for Mr Conran more red than black ink since the British home furnishings entrepreneur opened his first store in the U.S. five years ago. The latest venture is a new store—Mr Conran's eighth in the U.S.—that just opened in the unusual location of Astor Place in the so-called Village district of Manhattan.

The shop is on the dividing line between the "East Village" and the "West Village," especially once the home of the hippies, and "Greenwich Village," former home of the beatniks. By opening in this New York neighbourhood, Mr Conran is in a sense breaking new ground. What is more, it is at a time when most retailers in the U.S. are cutting back or closing stores as a result of the prolonged recession.

"Oh, I think we will do very well," Mr Conran remarked over a cup of coffee in a ritzy new hotel overlooking Central Park. "During the last five years there has been a fairly massive change in the style of life in the U.S. there are a great deal more single apartments, there is a boom in homosexuality, and

a boom in divorce. These are all slightly depressing things but they all help our business."

The single apartment represents a big market for Mr Conran. "At a recent retail trade conference in Toronto they were saying that the single family and the single dwelling was going to be one of the boom areas for retailing," Mr Conran said.

If this does indeed turn out to be the case, he could not have picked a better spot than the Village. The district, especially the East Village, is transforming itself into a popular residential area for trendy young professionals, the New Yorker magazine reader, the artists and artists and young architects converting lofts and derelict brownstones into House and Garden dwellings complete with rubber plants and kelim rugs.

Mr Conran appears to be a little hesitant about how deeply to plunge into the U.S. market. "We came in this market five years ago with a lot of optimism at first perhaps," he says. "Indeed, it has been an uphill struggle for Mr Conran to make a profit in the U.S. After five years, the home

furnishings business in the U.S. is now profitable for the first time.

"When we first came here we had a European trading philosophy, you know, a sort of austere idea about honest trading. Well we had to drop this and adapt to American principles of sale, sale, sale, promotion, promotion, promotion. We had to greatly increase advertising spending. After a difficult start, we have been trading profitably since the beginning of this year."

Mr Conran plans to expand steadily but cautiously in the U.S. market. "The idea would be to open two or three new stores a year. At present, Mr Conran has concentrated exclusively on the eastern coast of the U.S., notably the New York area, Washington and, as of this year, Philadelphia."

Mr Conran appears to be finally getting his act together in the home furnishings field in the U.S. (these operations nonetheless showed a trading loss of \$276,000 for the 12 months ended June 30), but he is battling to turn around the loss-making U.S. operations of Mothercare. This, the world's largest chain specialising in



Terence Conran... optimistic.

products for the mother and the young child, merged with Mr Conran's Habitat group at the beginning of this year.

Mothercare, which has 200 stores in the U.S., lost about \$1m from its U.S. operations

during the first half of this year. "It is really odd how a man like Seim Zilkha could have made so many mistakes in the U.S. end of the business," Mr Conran said, referring to the entrepreneur who built Mothercare but who has now broken all ties with the successful company he founded.

"The problem with the U.S. business was that they were offering nothing but dull merchandise in the stores. They went downmarket and they did the same mistake but to a lesser extent in the UK and forgot the middle class market, and forgot dealing with a young family aspirational group of people."

Mr Conran is optimistic about the long-term potential of the U.S. market. "We see it as a vast market, parallel to the whole of Europe, it is a very difficult one which, when you get it right, brings great rewards. We don't look at our investment here as a shelter. The French do. They are all looking at the U.S. as a way of running away from Mitterrand. They are overreacting. And we are not running away from Mrs Thatcher."

Concern over Surinam's future

BY WALTER ELLIS IN AMSTERDAM

SURINAM has perhaps slumbered too long in the tropical heat and obscurity of the Guianas. Last week's upsurge of violence by the armed forces resulted in former sergeant (now Lt-Colonel) Dési Bouterse consolidating power. It has also caused the deaths of around 40 prominent opponents of the new regime and provoked immense anxiety among the population.

And it has focused the attention of the Netherlands and, through it, the European community and the U.S. on a state that is rapidly being turned into a dictatorship.

The Netherlands, as the former colonial power, has withdrawn its economically vital aid to Surinam. Mr George Shultz, the U.S. Secretary of State, has said that Washington may well do the same, and the foreign ministers of the EEC, although delaying any action, have expressed their "serious concern."

Without aid, Surinam would be in an even more desperate

plight than it is today. The economy depends on outside financial assistance. Since independence in 1975, the country has been in receipt of \$600m from the Netherlands alone, and a further \$670m at least had been promised over the next three years. American aid this year should amount to only \$15m, and cash from the EEC between 1979 and 1984 was to have reached nearly \$17.5m.

The question now is whether Col Bouterse can replace his Dutch benefactors, or whether he will be forced to restore a measure of civilian government to the country.

Should he remain in power and decide to resist the Dutch, the question then becomes to which foreign power he might look to fill the vacuum.

U.S. State Department officials said last weekend during a visit to The Hague by Mr Shultz that there was concern in Washington that an embattled Col Bouterse might revive old contacts with Cuba. This would alarm the U.S., which has acted

consistently to prevent Cuban-sponsored communism from taking root in the South American mainland.

Col Bouterse himself claims that he wants to establish a purely Surinamese form of socialism linked to neither East nor West. He dismissed the U.S. military government of President Genk Chieu-Sen last February and, after putting down an attempted coup in March, installed a new regime under Mr Henry Noyhorst.

Things did not go well, however. A large number of demonstrators called for a more democratic, less dictatorial form of government, and last week the army mounted a punitive raid on the offices of the leading trade union, Moederbond, two independent radio stations and a newspaper critical of the regime.

The Colonel said that an attempted coup had been mounted by the "rich economic elite" and as many as 40 of his enemies were shot dead while allegedly escaping from army custody.



Violence in Surinam has been simmering for much of this year amid claims by Col Bouterse of conspiracy against his regime at home and abroad.

In The Netherlands, the events in Surinam have dominated the news for the last week. There are nearly 200,000 Surinamese in The Netherlands, a lobby which in times of stress can mobilise thousands of people on the streets of The Hague. This compares with 350,000 who elected to remain in Surinam and face an uncertain future.

Fall in U.S. paper production

By Paul Taylor in New York

U.S. PAPER and paperboard production dropped 4.5 per cent to 58.8m tons this year, the American Paper Institute reported yesterday.

Mr Louis Lauer, president of the association, presenting the industry's end of year statement, said that production had reached a low point in mid-year but had shown "a small recovery" this autumn.

The report reveals that printing and writing papers fell by just 1 per cent to an estimated 15.7m tons over the previous year, a performance aided by the fact that expected newspaper consumption.

Paperboard demand, which more closely reflects industrial production, fell by 6 per cent with paper packaging grades showing a 10 per cent decline. Wood pulp production declined in line with reduced domestic and export requirements to an estimated 49m tons.

Production of market pulp fell by about 10 per cent to 5.8m tons.

OVERSEAS NEWS

One year after annexation, life on the Golan Heights is back to normal, writes David Lennon

Golan Druze come to terms with Israeli rule

THERE WAS international uproar when Israel annexed the Golan Heights a year ago this week. The Syrians threatened war, the U.S. imposed sanctions, the UN General Assembly issued a condemnation, and the Arab Druze residents of the former Syrian territory went on strike.

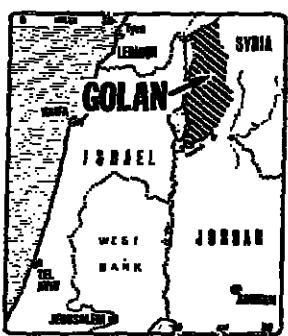
Today it is a forgotten event, and life on the Heights, which loom 3,000 ft over the Sea of Galilee and northern Israel, is completely normal. New settlements are being built, others expanded, and the Druze Arabs have ended their protest.

The Israeli invasion of Lebanon pushed the story out of the news and also effectively ended the six-month-long strike by the 14,000 Druze residents against the annexation and the identity cards issued by the Israeli Ministry of the Interior.

Here in Majdal Shams, on the snowy slopes of Mount Hermon, life has returned to the placid ways of a remote mountain town. The threatening crowds in the main square, who rocked my car when I visited the town the day after annexation, have gone.

Instead, the group of young men in the main square are friendly and talkative. They frankly admit that their strike against annexation and the issuing of Israeli civilian identity cards had fizzled out.

"We were running out of food. People have to feed their



families and we were reduced to giving the babies water and sugar as substitutes for milk," explained 19-year-old Mr Aiemn Abu Saleh. "Then the war in Lebanon came and the Israelis ignored us and our protests."

The strike, which had begun as a protest against annexation, might have ended much earlier but for Israel's ill-judged handling of the situation. First, it tried to force the residents to take civilian identity cards to replace those issued by the military government which had administered the Golan since the Syrians in 1967. Then it exacerbated matters by arresting a number of the Druze

Public sector workers threaten strike

ISRAEL'S 400,000 public sector workers are threatening to strike from today if no agreement is reached on a new wage agreement, writes David Lennon in Tel Aviv.

Last week public sector workers staged a two-day warning strike which paralysed Government operations. Unions representing the workers say this time the strike will be unlimited in duration.

The Druze are a religious sect which split from Islam in the 11th century and most of them live in Syria and Lebanon. There is also a small community of Druze in Israel, recently in the news because of their concern over the state of the Druze in Lebanon.

The Golan Druze live in four villages at the northern end of the Heights and their main worry all along has been about the "nationality entry on the card simply says 'Druze'." We are Druze, but for 2,000 years before that we have been Arab."

Despite this, the Druze have given in. According to the

The Treasury and the Histadrut Labour Federation were holding intensive last-minute negotiations yesterday in an attempt to avert the strike.

The Treasury has offered the workers an 8 to 9 per cent wage increase, but the unions are demanding an average 12 per cent rise.

Mr Yoram Aridor, the Finance Minister, has warned the unions that if they do not

accept the Government's offer, he will introduce legislation to guarantee workers' real wages and dispense with collective bargaining.

The trade unions have responded by accusing the minister of dictatorial behaviour.

The clash between the Finance Minister and the Histadrut is part of an attempt by Mr Shazar, the prime minister, to curb the power of the Histadrut

Israeli Interior Ministry 90 per cent of the Golan Druze have accepted the cards.

Mr Samara Munir, an 18-year-old who hopes to travel abroad soon, agreed with this. "Most people have accepted the cards, and within a month everyone will have them. We have no choice: if you want to work in Israel or travel abroad you must accept the identity card."

So, despite international and local protests, Israel's annexation of the Golan is now a fact accepted on the ground and unchallengeable as long as Israel maintains the massive military superiority over Syria—which was demonstrated again this year in the war in Lebanon.

building a new city to replace Kuneitra, the former capital of the Heights, which now lies a broken ruin in the de-militarised zone between the Israeli and Syrian borders.

The face of the dull and inhospitable rocky basalt plateau is gradually being changed by the Israeli settlers who live in 32 new villages. Huge tracts of the 700 square mile area have been cleared for crops, especially in the southern half.

Mr Shimon Shevach, chairman of the Golan Settlements Committee, did not think a year ago that the Annexation Bill would have much practical effect upon the 7,000-plus Jewish settlers who began moving there after the 1967 war.

Looking at the Golan today, however, one is struck by the stretches of improved roads, the new houses, the laying of new pipelines and the expansion of the settlements where the quality of the housing is changing from the rudimentary pre-state huts to modern two-storey homes.

So, despite international and local protests, Israel's annexation of the Golan is now a fact accepted on the ground and unchallengeable as long as Israel maintains the massive military superiority over Syria—which was demonstrated again this year in the war in Lebanon.

Zimbabwe fuel supply fears grow in wake of attack on Beira

BY TONY HAWKINS IN HARARE

ZIMBABWE officials flew to the Mozambique port of Beira yesterday to carry out their own assessment of the damage suffered by the oil tank farm complex, attacked by Mozambique Resistance Movement (MRM) saboteurs last week.

The Zimbabwe Government is still withholding comment on the seriousness of the damage to the supply position, but according to some observers it is the most serious since independence two and a half years ago.

Reports from Beira say a total of 41 tanks were destroyed in the attack which also extensively damaged the feeder system of oil pipes from the BP complex to the main Beira-Mutare oil pipeline.

The tanks destroyed include some owned by BP (Zimbabwe) and some owned by the Mozambique Development Corporation. The MRC, in claiming responsibility for the attack, said the oil depot had been attacked in retaliation against the Zimbabwean decision to send troops to Mozambique to defend not just the oil pipeline but also the two railway lines from Zimbabwe to the ports of Beira and Maputo.

The Maputo line has been the target of frequent attacks and as a result Zimbabwean exporters are increasingly using either the South African port of Durban or routing their traffic through Komatipoort in South Africa to Maputo.

With the government withholding comment on the fuel supply position, it is very difficult to assess its seriousness. Some observers say Zimbabwe is down to 16 days of fuel reserves and that as a result South Africa has been asked to send emergency supplies from its Sasol oil-from-coal plant.

The fact that the supply position is better in Bulawayo than in Harare where motorists are queuing for two or three hours for petrol suggests South African supplies may already be serving Bulawayo and the western half of Zimbabwe.

Motorists said yesterday that there was no fuel available at garages in Mutare or on the road from Mutare to Harare on Tuesday.

According to industrialists it will take at least until the end of this month to repair the feeder pipes at the Beira complex and no oil will come through the pipeline until January 3. This means that Zimbabwe must now draw supplies from South Africa or by rail from either Beira or Maputo.

The cost of the damage to the tank farm and distribution complex is put at \$25m (\$3.4m).

The crisis has come at a bad moment for Zimbabwe coinciding with the onset of the rainy season when diesel demand for ploughing and planting is at its peak and also when many private motorists are making holiday trips.

The crisis also emphasises the extent to which Zimbabwe's economy is vulnerable to action by South Africa or her allies.

Oil industry officials said in London last night that it would take almost a year to remove the depot to full working order. In the meantime, BP is understood to be considering improving short-term repairs.

One alternative would be to pump oil directly from a tanker into the pipeline. The officials said a "large proportion" of the 100,000-tonne depot had been destroyed.

North Yemen earthquake toll climbs to 2,000

BY PATRICK COCKBURN

MORE THAN 2,000 people have been killed in the earthquake in North Yemen, according to officials in Sanaa. The state radio said 19 villages had been completely destroyed, 101 had been 70 per cent damaged and more than 40 had suffered 30 per cent damage.

The search for bodies in the mountainous Dhamar region 60 miles south of the capital is still going on. There are still no accurate figures for the number injured.

North Yemen does not normally suffer from earthquakes, is clear.

but the country's numerous villages, frequently located on mountain tops to maximise the use of fertile land, are very vulnerable to natural disasters.

International aid has been reaching North Yemen, mainly from Saudi Arabia. Some 16 aircraft arrived from Saudi Arabia on Tuesday carrying supplies for the victims. Given the very difficult terrain in the North Yemeni mountains and uncertain communications it is likely to be some time before the full extent of the disaster is clear.

Plan 'to annex Afghanistan'

An Afghan secret police chief has defected to Pakistan and told the authorities there the late Soviet leader, Mr Leonid Brezhnev, once planned to annex his country, the BBC said yesterday.

The BBC World Service said Lieutenant-General Gulistan Siddiq Miraki, deputy head of the Afghan secret police, said that Mr Babrak Karmal, the Afghan leader, planned to call in more Soviet troops because of an "imperialist threat" and finally announce that the country was becoming part of the Soviet Union.

The plan was abandoned because of opposition within the ruling party in Afghanistan.

Indian troops patrol riot city

NEW DELHI — Indian army troops joined police yesterday in patrolling the western city of Baroda after the latest outbreak of the violence between Hindus and Moslems which has now claimed at least 11 lives.

The army was called in on Tuesday night after a day which saw rampaging mobs setting fire to houses, shops and buses.

One person was stabbed to death as the violence simmered during the night, police said. At least 40 people have been injured in the disturbances.

Yesterday the troops and police maintained a tight grip on the textile and agricultural centre some 500 miles south-west of New Delhi.

The heavy patrolling appeared to have been effective, with police at midday reporting

no new major outbreaks. An indefinite curfew was imposed in parts of Baroda on Monday. Trouble fuelled by Hindu-Muslim tension flared after Baroda police commissioner Jaspal Singh was transferred from the city following Moslem allegations of police atrocities.

Since the violence began, police have opened fire to control rioting crowds. Police director-general P. N. Witter said that on Tuesday they had fired more than 45 rounds and used 153 teargas shells.

Two burnt-out buses yesterday stood in the city market where smoke still rose from several houses, huts, shops and hand-carts that had been set ablaze yesterday, residents said.

Mr Prabhoo Raval, the Home Affairs Minister for Western

Gujarat state, said 400 additional police, heavily armed, were being rushed to the city and everything necessary was being done to restore order.

Reuters

Anti-trust deal

THREE U.S. forest products groups—Weyerhaeuser, Georgia-Pacific, and Willamette Industries, which were co-defendants in a class-action anti-trust suit filed in 1973—have reached an oral agreement in principle to settle the case, currently before the U.S. Supreme Court, writes Our Financial Staff.

Business confidence falls

BY OUR HARARE CORRESPONDENT

BUSINESS confidence in Zimbabwe has declined further in the last six months, according to a survey of 112 leading industrialists carried out by the Department of Business Studies at the University of Zimbabwe.

The survey, which is published today, says that 77 per cent of respondents are less optimistic now than six months ago.

When the first survey was

carried out in April last year, the ratio was only 23 per cent. Less than 5 per cent of the sample say they are more optimistic than six months ago.

The main reason given is the cut in foreign currency allocations which more than 71 per cent of the sample say is adversely affecting production.

Other problems include the decline in domestic and export demand, although the survey

Iran asks Seoul to help finish Bandar Khomeini project

BY JUREK MARTIN IN TOKYO

THE GOVERNMENT of Iran has approached South Korea for assistance in completing the war-damaged petrochemical facility at Bandar Khomeini.

This has been disclosed by officials of Mitsui, the leading member of the Japanese consortium, the Iran Chemical Development Corporation (ICDC), which is involved in the project with Iran's National Petrochemical Project.

The officials were unable to shed further light on the nature of the Iranian approach, but they doubted whether any government, including Korea, would either be willing or able to respond positively.

ICDC's position, frequently stated over the last year, is that Bandar Khomeini is no longer feasible as originally conceived. The single, and huge, option would be for Iran to take it over as a national project, providing all future finance, and completely underwriting any future foreign involvement.

This would be a daunting proposition. It would require estimates of the extent of the damage inflicted by six major bombing raids on the site by the Iraqi air force exist. The project, was 80 per cent complete at the time, but damage is assumed to be severe.

In addition, the refinery at Abadan, which was to supply naphtha, was destroyed by Iraqi

air raids. Iran has subsequently said it can provide some, but not all, of the petrochemical supplies for a 2,000-tonne facility at Bandar Khomeini, with 12 different petroleum derivatives available.

Japanese workers were evacuated from the site in 1980 and none have returned. However, a Japanese technical team has been in Tehran since October on a six-month project to assist in assessing the project, has any hopes of a second start.

The president of ICDC, Mr. Kōzō Yamaguchi, is in Tehran this week for a progress report and to negotiate with the Iranian authorities.

But Mr. Yamaguchi's basic position remains that resumption would only be possible under four essential conditions: the end of the war, return to normality in Iran itself (meaning certain freedom from the civil unrest that prompted the first evacuation of Japanese personnel in 1978),

restoration of infrastructural services, including airline flights, and, finally, and crucially, the Iranian guarantee to foot the entire bill.

As a working basis for the continuing negotiations with Iran, it is being assumed that the original ¥750bn (\$13bn) operating budget has risen to ¥1,000bn. But even this, in the Japanese view, is guesswork.

A high price is being paid to keep some yards busy, Richard Cowper reports

South Korea shipbuilders feel chill winds

SOUTH KOREA is beginning to pay the penalty as well as reaping the rewards for its aggressive and expansionary foray into world shipbuilding.

Its ship exports this year will be almost double the 1981 total in value, but company officials say the order outlook is bleak and some admit to having paid a high price in terms of profit ability to keep yards relatively busy.

In the last half decade or so, South Korea has undertaken a huge expansion of its shipbuilding and repairing capacity, rapidly propelling it into the position of the world's second largest shipbuilder after Japan, with over 9 per cent of the market.

This expansion, coupled with the country's aggressive pricing policies, have brought forth a stream of protests from protectionist yards in Europe, the U.S. and Japan. But now Korea, too, is beginning to experience the chill winds of recession.

The country's biggest shipbuilder, Hyundai, openly admits it has been forced to sell some ships below the cost of production, and says it is expecting to make a loss this year.

New orders from South Korea's shipbuilders in the first 10 months of 1982 are down by 17 per cent to 1.33m gross registered tonnes, and there is almost universal agreement that it will be much lower next year. The 1982 figure includes a

major U.S. deal which has prevented a much larger drop.

Mr. Chung Tae Sung, shipbuilding director at the Commerce and Industry Ministry, says Korean yards have enough work to keep them going until the latter part of next year, but agrees that the outlook for 1983 is depressing.

"We expect a serious decrease in the new order book for 1983. We did well this year in numbers, but the financial conditions and the prices involved were very tough," he says. Next year, he forecasts that new export deliveries should total around \$1.7bn (\$1,060m).

The outlook would be even starker if it were not for Daewoo Shipbuilding and Heavy Industry's order for 14 large container ships from United States Lines.

The world's biggest ever merchant ship deal (a total of

812,000 dwt) was announced in April, but promptly ran into financing problems. These appear to have been largely solved, and late last month the Government gave the go-ahead, in principle, for the deal.

Without it Daewoo's massive \$500m new shipyard at Okpo, opened only last year, would be working at less than 50 per cent of capacity in 1983.

Mr. H. K. Chae, managing director of Daewoo, says: "In 1983 there will be very few yards that will make a profit. Next year all the yards will compete just to survive. Every yard is in the same state. Our life-line is the 14-ship container deal."

Perhaps the hardest hit has been South Korea's premier shipbuilder Hyundai. Last year the company exported \$600m worth of ships and built 907,000 gross tonnes of ships (almost 80 per cent of the country's total output).

This year, it will do even better, exporting over \$1bn worth of orders.

Only last month the company's Mipo dockyard launched four new ship repairing dry docks costing around \$15m to boost dock capacity to 2.15m dwt.

But despite the expansion and the record output, gloom, perhaps even a hint of desperation, now appears to be affecting the company's senior managers.

Japanese shipyards booked a higher total of export orders in November, but this was due to a slip-up in the recording of business gained in previous months and the total foreign order book was still well down on last year, Andrew Fisher reports.

New foreign orders in the first eight months of the current fiscal year to end-March 1983 were down by 44 per cent from 3,562m gross tons to 1,982m tons.

The November figure was up from 321,550 tons last year to 583,200 tons, but this year's figure included nine ships mistakenly left out of the September and October totals.

The Japan Ship Exporters' Association (JSEA) said this was the first time export contract figures were higher than delivery levels. But the omissions from earlier months meant this did not indicate any improving trend.

manager of the company's ships sales department says: "We did well to make a profit in 1981. We won't do so this year. I doubt whether we'll get back into the black before 1984."

According to Mr. Cho, at the end of this year the company's order book will be substantially below that of last year. New orders in 1983, he says, are down by half.

Worse than this, he maintains: "Prices this year have fallen 25 to 30 per cent, with resale values down even more sharply. As our prices for some ships are already below construction costs, it would be dangerous to sell them cheaper."

Earlier this year, the Association of West European Shipbuilders attacked Korea for continuing to expand at a time of recession and over-capacity. The Association also complained that Europe could not compete with prices that were

Dry cargo recovery 'in early 1985'

By Andrew Fisher
Shipping Correspondent

WORLD SHIPPING markets are unlikely to start moving strongly ahead until early 1985, although a gradual recovery could start late next year, according to the research arm of London shipbrokers Eggar Farner.

The impetus for a rise in freight markets would come from iron ore transport for the steel industry. Trade linked with steel, also including coking coal, scrap and end-products, accounts for some 30 per cent of dry cargo business.

The surplus of world tonnage over demand is likely to start declining near the end of 1983, said Terminal Operators, the subsidiary which produced the shipping market study.

The tonnage balance is expected to continue improving during 1984 and 1985, leading to a rise in freight rates. It described the current shipping slump as "probably more serious than any previous."

The study, which concentrates on dry cargo markets, said some slackness in the market—as the surplus lingers and tonnage is laid-up—will initially hold back the rise in rates.

The tonnage surplus is expected to peak in the first half of 1983 at 28.7m deadweight tonnes, 583m dwt of supply comparing with 330m dwt of demand.

Foreign share of French textile market passes 50%

BY DAVID WHITE IN PARIS

THE FOREIGN share of the French textile market has passed the 50 per cent barrier this year, according to the manufacturers' body Union des Industries Textiles.

Preliminary figures show a 1 per cent increase in industrial activity in the sector this year. But imports have been the first to gain from a volume growth of about 5.5 per cent in household purchases of textile products.

The growth, stimulated by the Socialist administration's moves to boost low salaries, has been essentially in the range of basic products where the French market is most vulnerable, according to the union's president, M. Albert Séjournet.

Despite the devaluation of the franc in June, and the high value of the dollar, which has righted the imbalance in the textile trade with the U.S., imports are reckoned to have gained three percentage points to reach 52 per cent of the French market. Exports, meanwhile, are estimated to have declined slightly.

Exports, which account for

41 per cent of France's output of textiles, and clothing now cover only 75 per cent of imports, as against 80 per cent last year. The ratio is not expected to improve much in 1983.

France's trade deficit for the sector reached FF 6.4bn in the first 10 months and is estimated at FF 7.5bn (\$1,470m) for the year.

M. Séjournet called for closer monitoring of imports but said the industry was not demanding a new "Fortified" tariff, referring to the customs measures imposed against imports of video equipment.

Helped by recent price measures to ease social charges and financing new investment in the French textile industry has recovered and the rate of work force reduction has been reduced to 1.2 per cent of the 288,000 currently employed in the sector.

But the outlook for next year is poor, with domestic demand for finished products expected to fall below the 1982 level, and with no sign of strong recovery among French textile foreign clients.

Filipino plantation talks reach critical stage

BY DAVID DODWELL IN MANILA

ELEVENTH-HOUR talks aimed at removing obstacles to British involvement in a controversial Southern Philippines project reached a critical stage yesterday, according to officials involved in the discussions.

A \$6.5m loan by the Commonwealth Development Corporation (CDC), one of Britain's leading aid agencies, for an 8,000-hectare plantation in Agusan del Sur on the southern Philippine island of Mindanao, has been stalled for several months by Mr. Neil Martin, Minister for Overseas Development.

The delay has become critical since the project, jointly run by the Philippine National Development Corporation (PNDC) and Guthrie Plantations of Malaysia, is starved of cash for planting new palms.

The CDC's regional representative, based in Singapore, arrived in Manila this week to begin discussions. Late yesterday, a decision was understood to hang in the balance.

Officials involved in the talks said the negotiations were "at an extremely delicate stage," and a compromise—if one is to be reached—is expected to be found today. The outcome is unlikely to be known for certain.

Astra-Dow Chemical link

BY CARLA RAPOPORT

DOW CHEMICAL, the second largest U.S. chemical company, has reached agreement with Astra, the Swedish pharmaceutical company, to market Dow's pharmaceutical products in the Nordic countries.

Dow has been expanding its pharmaceutical activities as part of its strategy to offset falling profits in its bulk petrochemical businesses.

The agreement with Astra, which covers Sweden, Norway, Finland and Iceland, gives the Swedish company responsibility for the total launch and marketing of Dow products in those countries.

In 1981, Dow recorded sales in pharmaceutical and over-the-

counter drugs of some \$730m, about 6 per cent of its \$11.5bn (\$7.3bn) total sales.

Dow said yesterday that the first product to be launched under the Astra agreement will be its new anti-hepatitis B virus vaccine, which will be sold under the trademark of Teldape.

This drug is aimed at those suffering from hay fever and other allergic reactions.

Last July, Astra reached agreement with Merck and Company, the large U.S. pharmaceutical group, to market several of its products in the U.S. The two companies stated at the time that they may set up a joint venture to handle Astra's products in the future.

All true patriots will be delighted to hear that IBM computers are leaving the country

IBM products left Britain last year in their thousands. They came off the production lines of our Greenock factory in Scotland and our Havant factory in Hampshire.

And they went to our customers all over Europe, the Middle East and Africa, earning £319 million for Britain. Software and allied services sold abroad brought in another £101 million.

All told, that £420 million puts us 12th in the list of Britain's biggest exporters. What's more, over the past 30 years, we have balanced our trade.

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THE CONTRIBUTORS

For further information contact: External Communications, P.O. Box 41, Portsmouth PO6 3AU.

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UK NEWS

Pym challenged over control of cruise missiles

BY IVOR OWEN

MINISTERS were forced on to the defensive yesterday over the proposals to deploy U.S. cruise missiles in Britain when Mr Francis Pym, the Foreign Secretary, admitted in the House of Commons that he was unable to give an assurance that Britain would be able to veto their use.

He was challenged on the issue by Mr Denis Healey, the Labour deputy leader, who opened an emergency debate on Nato's nuclear weapons policy, and by Dr David Owen, deputy leader of the Social Democratic Party.

Mr Healey said that if the Prime Minister and Cabinet did not have dual control over the cruise missiles, it would mark a departure from previous agreements governing the location of U.S. nuclear capabilities in Britain.

To Labour cheers, he demanded an assurance that if cruise missiles were deployed in Britain, they would be subject to "exactly the same dual control arrangements" which had featured in earlier agreements with the U.S.

Mr Pym replied: "I cannot give that assurance." But he acknowledged that such an arrangement would be "highly desirable" and hinted that the Government was likely to seek the necessary agreement before U.S. cruise missiles were installed in Britain.

He was adamant that the Government would go ahead with the deployment of 160 cruise missiles in Britain at the end of next year unless the Soviet Union agreed to dismantle all the SS20s and other intermediate, land-based nuclear missiles targeted on Western Europe.

He maintained that to adopt any other approach would be to rule out any real prospect of an agreement between the Soviet Union and the Nato allies on balanced and verifiable reductions in nuclear weapons.

Mr Pym warned that demonstrations in support of unilateral disarmament by Britain were strengthening Russian hopes of being able to achieve their objective of



Pym: unable to give assurance

preventing, or indefinitely delaying, the modernisation of Nato's forces, without them being required to make any matching concessions at the negotiating table.

Mr Healey claimed that public concern on both sides of the Atlantic about Nato's excessive dependence on nuclear weapons was greater than ever before.

He strongly attacked the Prime Minister's attitude to nuclear disarmament and suggested that her posture was making the task of the Foreign Secretary and the Foreign Office all the more difficult.

"I find myself appalled by the stony and callous indifference she seems to show to the idea of arms control and her tendency deliberately to provoke jingoistic hysteria on issues which demand rational and objective thought," he said.

Mr Healey said it was vital that the Government took the steps needed to convince the British people that it was using all its energy and ingenuity to stop the nuclear arms race.

"If it fails to do this, it will lose their confidence, will deserve to lose it, and its policies will surely fail," he said.

Shipyard orders will not save 1,800 jobs

By Andrew Fisher

THE £585m boost to British Shipbuilders' (BS) depleted order books as a result of the latest UK naval orders will not prevent the nationalised group from cutting some 1,800 jobs by the end of next March.

Nor does it seem likely that the 65,000 BS workers will be offered a pay increase next spring after the 5.8 per cent settlement this year.

Mr Robert Atkinson, the BS chairman, this week explained the tough situation in shipbuilding to trade unions at a meeting in Newcastle. Orders for merchant ships have slumped worldwide.

The UK orders for four new Type 22 frigates, two each to be built by Yarrow in Scotland and Swan Hunter on the Tyne in North-East England, and for two anti-mine vessels at Vospers Thornycroft in Southampton, had been taken into account when the BS chairman met the union representatives.

Mr Atkinson said that apart from the job reductions, action would be taken to cut costs. One of the most effective ways of doing so is likely to include an attempt to keep wages and salaries static next year.

The addition of the warship orders announced this week brings the BS naval order book up to £2.3bn. This will be raised by the Government's decision to build another frigate later.

The worldwide shipping slump, however, has badly affected the BS merchant order book. At end-September, the backlog of 628,300 gross registered tons was worth £687m, a long way down on the level a year ago of £764m for 932,200 tons.

Last year, BS benefited from a steady inflow of new merchant orders, which totalled £385m for 482,500 tons in the first nine months.

The comparable inflow for this year was only £236m, representing 212,800 tons. The Government has already said the nationalised concern would miss its much-reduced £10m loss target for the financial year to next March.

BP poised for Wytch oil control

BY RAY DAFTER, ENERGY EDITOR

BRITISH PETROLEUM may submit a last-minute bid to British Gas to wrest the controlling interest in the Wytch Farm oil field in Dorset.

It is understood that BP is waiting to see the outcome of the deliberations by the corporation and the Department of Energy on bids submitted so far. But it was felt within the industry that the oil major would not be prepared to see the operatorship pass to British Gas or move to a small independent company.

At present the ownership of the field - the biggest onshore discovery in the UK - is split between British Gas and BP. British Gas, the present operator, has been told by the Government to sell its half share.

The British Gas board yesterday reviewed three alternative bids for the corporation's stake. They are believed to have been submitted by a group of indepen-

dent oil companies led by London and Scottish Marine Oil; a consortium including Rio Tinto Zinc, Charterhouse Petroleum and Associated British Foods; and a newly formed, independent company, Ashdown Oil.

It is thought that the bids were far short of the £450m valuation initially provided by British Gas. Stockbrokers said that bids may have exceeded more than £150m, although it is known that each of the submissions was structured differently.

British Gas refused to say whether it had been prepared to recommend one of the bids to the Energy Department. A statement is not expected until next month.

Under the field development agreement with British Gas, BP has the option to buy the corporation's share by matching any other bid. It may decide to take up the option for one of at least three reasons:

● The other bids may be lower than its own valuation of the assets.

● It may not want to play second fiddle to a much smaller field operator.

● It may not want British Gas, without any equity stake, remaining as operator. There have been suggestions that British Gas might be paid a management fee to operate the field on behalf of a successful independent bidder.

BP need not end up with a 100 per cent stake in the field. Having bought British Gas's stake, it might then resell a substantial interest - perhaps to one of the original bidders - and thus retain the majority, operating interest.

BP is to cut its headquarters staff by about 40 per cent as part of a cost-cutting exercise which could affect up to half of the 1,050 staff who work in its headquarters in London.

quarters staff in the City of London from about 575 to nearer 350 by the end of next year.

The move would involve some redundancies, he said, although it was hoped that a substantial number would be shed through natural wastage.

Mr Walters said he was seeking a "more cost-effective management structure." In future the headquarters would be primarily concerned with "strategic policies" embracing regional directorates; secretarial, legal and financial services; and the corporate affairs and planning departments.

The move is in line with a general trend in the oil and chemical industries to cut central overheads. Imperial Chemical Industries (ICI) has announced a similar exercise which could affect up to half of the 1,050 staff who work in its headquarters in London.

Tighter rules for reinsurance business

By John Moore, City Correspondent

NEW RULES for the supervision of reinsurance by the Department of Trade, Britain's ultimate regulatory authority for the insurance industry, will require insurance companies to provide details of their major reinsurers from January 5 next year.

The department said yesterday that if a company reinsured a proportion or fixed share of its general business with a reinsurer he must disclose the identity of the reinsurer, will require insurance companies to provide details of their major reinsurers from January 5 next year.

On other reinsurance business, a company must disclose the identity of the reinsurer group if it pays out 5 per cent or more of its total premiums payable by the company in respect of all such other reinsurance.

These measures are a step towards improving the discipline in a community which in recent years has been rife with abuses. Legislators have traditionally taken a benign view of reinsurance, accepting that its function is a vital adjunct of commercial activity to the world's insurance business.

Like bookmakers, the insurance companies and Lloyd's underwriters use the reinsurance market to lay off large parts of their portfolios of business and spread their risks. Losses from insurance claims are spread among the many rather than borne by the few.

The department's new rules provide a monitoring system and will help identify when UK insurers or reinsurers are concentrating large parts of their portfolios of business with any one, or perhaps unreliable, reinsurance group.

Britain is one of the few countries to extend its supervision of the insurance community in the reinsurance area. Legislators in other countries take the view that reinsurance is a market of professionals, no member of the public is directly affected and reinsurance needs to be arranged quickly with the minimum of bureaucratic delay.

Lack of regulations has meant that the freedoms of the reinsurance market have often been abused. Large sums of money have often been placed with "bucket shop" reinsurance groups which are often in the market merely to use the cash flow generated from reinsurance activity for other non-insurance business ventures.

The new rules, which are by no means onerous, have been greeted by the industry with a measure of satisfaction.

Ford studies redundancy plan for 'overstaffed' Halewood

BY JOHN GRIFFITHS

FORD has begun an in-depth study of labour costs and efficiency levels at its Halewood car plant on Merseyside which is expected to lead to a voluntary redundancy programme next year.

The addition of the traditional militant plant on Merseyside, which builds the best-selling Escort, has been told that details of the findings will be released early next year.

Though there is as yet no firm commitment to redundancies, Ford is known to be anxious to reduce the still large productivity gap between Halewood and its sister Escort-producing plant in West Germany, at Saarlouis.

The 7,500 workers at the Saarlouis Escort plant have consistently been producing 1,300 cars a day since the model was launched at the end of 1981. While there are some minor differences between the two plants, Halewood's 9,700 workers on the Escort lines in the past have frequently failed to reach 950 vehicles a day.

Halewood's performance has improved recently, with the exception of the one-week strike last month, and it has moved closer to the 1,000-cars-a-day level. But even if its targets were met consistently, Ford still regards the plant as overmanned.

Hitherto, Ford's workforce has got off lightly compared with the heavy cuts made over the past two to three years by rivals such as BL, Vauxhall and Talbot. Its total work force has shrunk since 1979 from 59,000 to 49,000, almost all of which

has been achieved by natural wastage. There have been no compulsory redundancies and very few voluntary redundancy schemes.

But while this policy has brought about a reduction from 24,000 to 19,000 in the Dagenham workforce,

General Motors will be the first car maker to produce an advanced continuously variable car transmission in Europe. It is tooling up for the transmission at its Strasbourg plant, according to The Engineer magazine.

In its latest issue the magazine says industry sources have confirmed that the transmission is for medium-size front-wheel drive saloons and that GM is seeking customers for it outside of its own Vauxhall-Opel car operations. Last month GM announced that it was to spend \$180m at the plant over the next three years for a new automatic transmission, but it did not go into details.

After the 16 per cent increase in sales from 86,202 last year, the company expects a further 12.5 per cent rise to 112,500 vehicles in 1983.

Car registrations alone have risen from 80,221 last year to an expected 92,000 for 1983 and are forecast to move to 102,000 in 1983. This year, Volkswagen-Audi will take just over 8 per cent of the UK new car market and, if its estimates are correct, will lift this to 6.2 per cent in 1983.

Call to bar butter sales to Russia

By Kevin Brown

THE GOVERNMENT came under strong pressure from both sides of the House of Commons yesterday to stop the export of subsidised EEC butter to the Soviet Union.

Mr Alick Buchanan-Smith, the Minister of State for Agriculture, reporting on the EEC Council of Agriculture Ministers in Brussels, said the deal would have to be discussed again before Christmas.

Mr Buchanan-Smith said the French and Irish Governments had indicated they were not prepared to implement new rules for imports of New Zealand butter until the European Commission authorised butter exports to Russia.

"I made clear that there is no possible justification for the objections of these two delegations, which are an abuse of the council procedures," he said.

Mr Norman Buchan, the Labour agriculture spokesman, said the EEC had continued to export subsidised butter over the last few years despite the decision of the Council of Ministers.

"Does this mean that this matter is now going to pass outside our control and that the wishes of the Council of Ministers are to be flouted?" he asked.

Mr Buchan won wide support when he stressed that the discussions on arrangements for New Zealand imports could not be reopened. Mr Tony Marlow, a Conservative MP, said the public felt a "strong revulsion" over cheap butter for Russia.

UK seeks more European flights

By Michael Dwyer

GREATER freedom for airlines to start regional air services between the UK and destinations on the European Continent will be sought by Mr Iain Sproat, Parliamentary Under-Secretary for Trade, at a meeting of Common Market transport ministers in Brussels today.

Mr Sproat, who is responsible for UK civil aviation affairs, is determined to achieve a greater opportunity for British airlines to start services to Continental destinations, especially from UK airports other than Heathrow and Gatwick.

His view, which is shared by the Civil Aviation Authority and the UK air transport industry, is that many more such regional services could be operated, but that so far these have been blocked by Continental governments.

The UK's proposals involve the other members of the European Community agreeing to an increase in the number of services that can be flown by aircraft with a maximum of 70 seats, and involving maximum distances of only 400 km. Services linking capital cities are excluded from the proposals.

The aim is to try to get more services not only between the UK and the Continent but also within the Continent.

The significant new element in the UK's plan, however, is that approval for such services would be required only from the "country of origin." Hitherto, any new air service has required the approval of the destination country as well.

This means that if a UK airline wanted to fly from, say, Birmingham to Amsterdam, it would be able to do so if the UK Government approved, with Dutch approval not necessary.

Similarly, if a Continental airline wished to fly from a provincial point in its own country to anywhere in the UK other than London, it would need only the approval of its own government.

If the plan were accepted, it would be a significant breakthrough in the UK's long fight to get more liberal regulations and cheaper fares in European air transport.

Union presses Woolworth to adopt new marketing strategy

BY DAVID CHURCHILL, CONSUMER AFFAIRS CORRESPONDENT

A WIDE-RANGING "survival plan" for the F.W. Woolworth stores chain is to be presented to the company today by the white-collar union, Association of Scientific, Technical and Managerial Staffs.

The union, which claims to have some two-thirds of Woolworth store managers in membership, has put forward a detailed analysis of the company's problems and some suggestions for enabling it to survive in the current tough trading conditions in the retail sector.

Proposals include simplifying the management structure to give "more direct responsibility for decisions on store operations to local managers and to head office."

The main thrust of the union's strategy is for a new marketing plan for Woolworth, allied to a reduction in costs. The union says that "there is still a market for Woolworth goods as traditionally perceived, but that Woolworth's image of value for money must be re-established in the public's mind."

It believes there are several faults with the current marketing strategy - such as the lack of a clear product image, a poor shopping environment, lack of price stability, and understaffing on the shop floor.

Under the union's proposals, Woolworth stores would compete with local stores more on merchandise range and price. "We also sug-

gest reductions in the number of departments in individual stores and improvements in layout and service," the union says.

Achieving many marketing strategy - such as the product mix and company image - depends "on managers and other staff having the correct incentives to achieve precisely those objectives."

In order to make Woolworth's products price competitive, the union acknowledges that overall costs have to be reduced. It suggests a number of short-term savings to improve the company's current position and release funds to enable the new marketing strategy to be launched.

CHARLES BATCHELOR REPORTS ON £27M OFFER

London Brick in merger bid

LONDON BRICK, Britain's largest brickmaker, is to make an agreed bid worth £27.25m for the Leicester-based Istock Johnsen group.

The two companies had aggregated 1981 sales of £187m and employed at the year-end 11,000 people in Britain and overseas, although London Brick has since shed more workers.

No prior advice was sought from the Office of Fair Trading, which was informed of the proposed merger only after it was announced yesterday. The OFT can be expected to give a ruling on whether it will be referred to the Monopolies and Mergers Commission within about three weeks.

London Brick will offer three new ordinary shares of 25p each and 20p in cash for every four existing 25p ordinary Istock shares. Based on yesterday's closing price of 121p for London Brick, down 6p on the day, the offer values each Istock share at 86p.

Istock, which was suspended at 81p on Tuesday, rose to 83p when trading resumed.

The merger between the two companies will link the Ford and the Rolls-Royce of the British brick-making industry. It will lead to a

further concentration in a sector where the five big companies already account for about 90 per cent of turnover.

London Brick, which accounts for 39 per cent of the UK market, produces a low-cost brick much used in the house construction market. Istock, which has a 7 per cent market share, makes more expensive facing bricks, which tend to be chosen by architects for specific applications.

London Brick is the sole producer of the fletton type of brick. Less fuel is needed to produce this brick, but it is not as tough as non-fletton types.

London Brick is largely dependent on the UK market, where the decline in housing starts has depressed demand. The recession has led to the closure of four plants and a reduction in the workforce from 8,400 to 5,000. London Brick's only overseas interest is in Australia, where it recently increased its holding in Brick and Pipe Industries to 10.9 per cent.

Istock has substantial overseas interests, which were built up during the 1970s. But it has run into difficulties in both its major markets. Compared with its UK brick building capacity of 235m bricks a year, it has 320m capacity in the

U.S. and 120m in the Netherlands. However, U.S. capacity, acquired when the Marion Brick and Clay Company was bought in 1976 and 1978, has been only 40 per cent in use in the past year. At the Huga group in the Netherlands, two of the six plants have been temporarily shut and production is only 100m bricks a year.

Istock is keeping its options open in the Netherlands, so the closure or sale of Huga is a theoretical possibility. But the company hopes that the Dutch industry will agree to cut total capacity from 2.5bn bricks to 1.5bn for a five-year period from January.

London Brick said it intends to strengthen Istock's position in the U.S.

Istock, which provides a design service for architects and co-operates closely on the buildings in which its products are used, believes it will contribute a sophisticated marketing apparatus to the new group.

London Brick, in turn, will provide Istock with technical and research facilities. London Brick hopes to use its engineering division, which designs brick-making plants, more fully within the merged company.

Club Amontillado old chap?

Isn't that... well rather a dryish drink for a 'wet'?

The drink on the dry side.

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OPENS SUNDAY 10am - 5pm

Marine insurance decision upheld

BY RAYMOND HUGHES, LAW COURTS CORRESPONDENT

THE Court of Appeal yesterday upheld by a majority a Commercial Court ruling that a dispute between the Kuwait Insurance Company and a Liberian shipping company based in Dubai should be tried in Kuwait and not in England.

An appeal by Amin Rasheed Shipping Corporation against Mr Justice Bingham's decision in March to set aside an order giving Rasheed leave to serve English court proceedings on KIC in Kuwait was dismissed. Rasheed was given leave to appeal to the House of Lords.

The dispute concerned the vessel Al-Wahab, the property of Rasheed and insured by KIC, that was seized in a Saudi Arabian port on suspicion of smuggling diesel oil from Saudi Arabia to the United Arab Emirates.

Rasheed gave notice of abandonment, on the ground that the vessel was a constructive total loss; KIC rejected the notice. Rasheed began legal action.

Mr Justice Bingham decided in the Commercial Court that the marine insurance contract in dispute was governed by Kuwaiti law and that a Kuwaiti judge would in any event be more familiar with local trading practices and better able to assess the commercial value of the vessel.

In the Appeal Court Lord Justice May decided that the contract, which closely followed the standard Lloyd's SG policy, was governed by English law. Mr Justice Bingham had been entitled, as a matter of practicality, to decide that the Kuwaiti court was the better forum.

Lord Justice Goff held that the governing law was that of Kuwait. He expressed no view on the practicalities.

Sir John Donaldson, the Master of the Rolls, in a dissenting judgment, opted for English law and trial in England.

The crucial factor on the issue of the English language contract could not be properly construed or applied without at least some reference to the vast body of English legal learning and decisions.

He inclined to the view, however, that justice demanded a Kuwaiti trial.

Lord Justice Goff was unable to accept Rasheed's contention that English was the proper law because there had been no marine insurance law in Kuwait when the policy was issued.

It was true, said the judge, that there had been no marine insurance law as such but there was a perfectly comprehensible basis on which the Kuwaiti courts, applying Kuwaiti law, could adjudicate on marine insurance disputes.

The fact that Kuwaiti lawyers and courts might have recourse to the practice and principles of English marine insurance law did not render their decisions any the less decisions on Kuwaiti law.

Certain English forms of contract — notably the Lloyd's SG policy — had become so much a part of the currency of international commerce that the use of such a policy did not indicate that English law should apply.

Sir John Donaldson said marine insurance was a new "industry" in Kuwait.

The practicalities marginally favoured a trial in England, said Sir John. The crew of the vessel spoke English, not Arabic, those who fixed the charter were in England, no translation of documents would be necessary.

Wage settlements drop back to average of 6.1%

BY MAX WILKINSON, ECONOMICS CORRESPONDENT

SETTLEMENTS in the present pay round, which started in August, are clearly below the level of last year, the Confederation of British Industry (CBI) said yesterday.

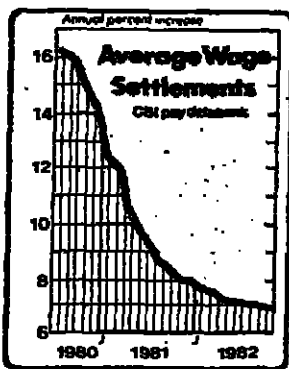
The average pay increase agreed in the 157 settlements reported to the employers' federation in the three months to October was 6.1 per cent, about 1 percentage point less than settlements agreed in the same period last year.

Official figures from the Department of Employment, also published yesterday, show that the annual increase in average earnings was 7.3 per cent in October which suggests an underlying rate of increase of 8 per cent, the same as for September.

The figures are somewhat higher than those from the CBI, because they include increases in overtime and other payments as well as basic pay increases.

A reduction in the rate of pay settlements in the current round is crucial to the Government's strategy for reviving the economy and eventually promoting a reduction in the number of unemployed.

Having rejected the idea of a major reduction in demand, the Government is hoping that British industry will be able to increase its share



of markets at home and abroad by improving its competitiveness.

In the absence of a substantial depreciation of sterling, this improvement would have to be brought about by increased productivity and reduced wage settlements.

Since a fast increase in productivity would, in the first instance, tend to worsen unemployment, ministers believe that great emphasis must be placed on a reduction in wage increases.

This is also seen as an important part of the Government's efforts to contain its own spending and, therefore, to leave the maximum

scope for tax cuts and a further reduction of interest rates.

The Department of Employment figures yesterday showed that basic weekly pay rates rose only 4.2 per cent in the 12 months to November. This compared with annual rates of increase of 7 per cent to June and about 6 per cent for the four months July to October.

The underlying annual rate of increase in earnings has been falling steadily for most of this year from 11 per cent in the autumn of 1981.

Settlements so far reported in the current pay round represent only about 2 to 3 per cent of the total expected before next summer. However, the CBI says: "There is now undoubted evidence of a fall in the average level of settlements," although it adds that this does not mean that all individual settlements are lower.

The CBI's pay databank reports that 52 per cent of reported settlements in the present pay round are lower than in 1981, with 40 per cent higher and 8 per cent at the same level.

Of the settlements reported, nearly a quarter were for 4 per cent or less, with 57 per cent for 6 per cent or less. Only 15 per cent of settlements were for increases of more than 8 per cent.

War base for U.S. confirmed

By John Deans

MRS MARGARET THATCHER, the Prime Minister, confirmed in the House of Commons last night that the U.S. European forces may site their wartime command base at the Daws Hill air base near High Wycombe in Buckinghamshire.

Her statement follows recent UK newspaper reports that the U.S. planned to build an "alternative" war headquarters at the Daws Hill USAF base which would be for European Command staff from Stuttgart, West Germany.

Mrs Thatcher, replying to a question by Mr Frank Allaun, a Labour MP, said: "We have agreed that in wartime an alternative headquarters for parts of the U.S. European Command may be located at Wycombe air station."

The Prime Minister said it would be a purely national headquarters, "which is not the same as a Nato headquarters." The American European Command, she said, was responsible for directing the reinforcements and the logistic support of U.S. forces in Europe.

Mrs Thatcher added: "Forward defence remains an essential element of Nato's political and military strategy."

Iron foundryers claim coke price rise threatens companies

BY ARTHUR SMITH, MIDLANDS CORRESPONDENT

BRITAIN'S troubled iron foundry industry, squeezed by low prices and excess capacity, gave a warning last night that an expected increase in the price of coke could put many companies out of business.

A special meeting of the Council of Ironfoundry Associations, held in Birmingham yesterday, instructed Mr Derek Farrant, the council's director, to explore with coal merchants the potential for importing coke from overseas.

Mr Farrant said that the Department of Energy, under a deal which runs out at the end of this year, currently pays £10 a tonne to keep the price of oven coke down to £95.30.

Council members were alarmed that the department had still to announce what it would do about proposals by National Smokeless Fuels, the wholly-owned subsidiary of the National Coal Board, to increase prices by between £23 and £26 a tonne from January 1.

Mr Farrant said: "People around the table reported that foundries are already in such dire straits that any increase in the fuel price could put many companies out of business."

He maintained that British companies, already affected by cheap imports, were placed at a strong

disadvantage by the price of fuels. He said that coke cost £88.29 a tonne in Belgium, £91.29 in West Germany and £98.52 in France.

Any move by the iron foundry to buy from other countries would be a blow as the industry last year alone consumed 325,000 tonnes of coke.

The sector, heavily dependent on the declining automotive industry, has been hit hard by the recession. Many companies are operating at only about 50 to 60 per cent of capacity. Losses are being incurred and further closures are expected.

Lazard Brothers, the merchant bank, which has already drawn up a scheme for the steel castings industry, has held preliminary talks with leading iron foundries.

The hope is that Lazard can draw up a rationalisation scheme, in agreement with key members of the industry, before approaching the Department of Industry for financial assistance.

British Steel Corporation has cut another 130 jobs at its Scunthorpe plate mill in Lincolnshire. The corporation has now announced 675 job losses at the Scunthorpe works in the last five days and 1,375 since September.

UK ECONOMIC INDICATORS

ECONOMIC ACTIVITY—Indices of industrial production, manufacturing output (1975=100); engineering orders (1975=100); retail sales volume (1978=100); retail sales value (1975=100); registered unemployment (excluding school leavers) and unfilled vacancies (000s). All seasonally adjusted.

	Indl. prod.	Mfg. output	Eng. orders	Retail vol.	Retail value	Unemp.	Vacs.
1981							
4th qtr.	101.0	89.6	90	105.4	168.5	2,609	104
1st qtr. 1982	100.6	89.3	92	106.6	141.3	2,679	112
2nd qtr.	101.1	88.9	98	106.2	145.4	2,743	107
3rd qtr.	101.7	88.4	98	106.7	151.0	2,837	111
February	100.7	89.7	94	106.1	137.6	2,680	113
March	101.4	89.5	98	106.6	142.2	2,588	111
April	101.3	89.1	96	105.9	146.1	2,715	110
May	101.5	89.4	93	105.9	145.4	2,740	107
June	100.4	88.0	76	104.8	144.8	2,773	105
July	101.5	88.2	86	107.6	152.2	2,814	111
August	101.5	88.4	82	108.2	150.9	2,832	114
September	101.5	88.6	82	109.1	150.1	2,866	107
October	101.5	87.9	82	109.2	158.8	2,865	114
November				109.5	159.3	2,903	114

OUTPUT—By market sector: consumer goods, investment goods, intermediate goods (materials and fuels); engineering output, metal manufacture, textiles, leather and clothing (1975=100); housing starts (000s, monthly average).

	Consumer goods	Invest. goods	Intmd. goods	Eng. output	Metal mfg.	Textile etc.	Hous. starts
1981							
4th qtr.	93.3	89.3	122.9	85.8	82.3	75.6	11.6
1st qtr. 1982	92.4	90.3	121.0	86.3	80.6	73.9	14.7
2nd qtr.	91.8	91.6	122.0	86.5	77.3	72.1	17.5
3rd qtr.	91.4	91.4	122.6	86.5	71.8	71.7	17.7
February	93.0	91.0	121.0	86.0	82.0	75.0	15.2
March	93.0	92.0	122.0	87.0	79.0	73.0	17.5
April	92.0	92.0	123.0	86.0	80.0	74.0	17.1
May	93.0	92.0	122.0	87.0	79.0	73.0	17.7
June	91.0	92.0	121.0	86.0	72.0	69.0	17.8
July	91.0	92.0	123.0	86.0	72.0	71.0	17.3
August	91.0	91.0	122.0	87.0	71.0	70.0	16.5
September	92.0	92.0	123.0	87.0	72.0	74.0	19.3
October	93.0	90.0	122.0	86.0	69.0	73.0	15.0

EXTERNAL TRADE—Indices of export and import volume (1975=100); visible balance; current balance (£m); oil balance (£m); terms of trade (1975=100); exchange reserves.

	Export volume	Import volume	Visible balance	Current balance	Oil balance	Terms trade	Resv. US\$bn
1981							
4th qtr.	132.0	125.7	+490	+1,483	+698	99.2	23.35
1st qtr. 1982	125.3	122.5	+323	+720	+707	101.4	18.47
2nd qtr.	130.7	129.1	+103	+887	+882	101.1	17.70
3rd qtr.	124.5	125.5	+368	+968	+1,258	100.6	18.30
February	124.5	120.2	+177	+309	+269	100.7	23.37
March	127.2	124.5	+320	+352	+231	101.3	18.97
April	133.7	128.5	+224	+485	+406	101.4	18.16
May	132.0	134.0	-118	+148	+314	100.9	17.82
June	126.4	124.8	+7	+254	+162	101.0	17.70
July	128.2	124.0	+168	+366	+401	100.5	17.94
August	117.6	124.3	-37	+163	+484	101.5	18.11
September	130.3	128.2	+229	+439	+373	99.9	18.39
October	127.4	124.9	+259	+459	+496	98.7	18.50
November							18.80

FINANCIAL—Money supply M1 and sterling M3, bank advances in sterling to the private sector (three months' growth at annual rate); domestic credit expansion (£m); building societies net inflow; HP, new credit; all seasonally adjusted. Minimum lending rate (end period).

	M1 %	M3 %	Bank adv. %	DCE £m	BS inflow	HP lending	MLR %
1981							
4th qtr.				+2,365	451	2,881	—
1st qtr. 1982				+3,194	987	2,157	—
2nd qtr.	2.1	8.2	26.2	+4,583	1,344	2,188	—
3rd qtr.	15.2	12.6	28.3	+4,851	1,796	2,389	—
February	8.0	6.9	17.1	+1,131	347	1,082	—
March	3.7	7.2	24.5	+1,206	264	794	—
April	-3.3	4.8	26.1	+1,648	437	728	—
May	-0.5	8.5	26.8	+1,684	476	710	—
June	10.7	10.3	25.8	+1,251	429	750	—
July	14.2	11.4	29.4	+1,370	891	698	—
August	17.5	12.4	26.6	+2,036	437	856	—
September	14.1	13.9	28.8	+1,439	668	845	—
October	24.0	18.1	32.4	+2,367	886	800	—
November					763		—

INFLATION—Indices of earnings (Jan 1975=100); basic materials and fuels, wholesale prices of manufactured products (1975=100); retail prices and food prices (1974=100); FT commodity index (July 1952=100); trade weighted value of sterling (1975=100).

	Earnings	Basic matls.	Wholesale mfg.	RPI	Foodst.	Comdty.	Strg.
1981							
4th qtr.	214.6	237.3	239.2	306.5	285.6	248.97	89.7
1st qtr. 1982	216.9	238.2	234.3	311.6	297.7	242.49	91.1
2nd qtr.	222.7	240.0	238.2	321.5	304.1	233.46	90.3
3rd qtr.	227.4	244.9	242.0	323.0	297.0	228.88	91.4
February	217.0	240.1	234.4	310.7	297.2	241.77	81.5
March	219.7	235.7	235.5	313.4	299.8	242.40	90.8
April	219.6	239.2	237.0	319.7	302.5	246.84	90.8
May	222.5	237.7	236.3	322.0	305.6	237.39	89.9
June	226.0	242.2	239.2	322.9	304.1	233.46	91.1
July	230.3	245.0	241.0	333.0	298.5	229.51	91.2
August	226.9	244.1	241.7	323.1	295.5	229.69	91.4
September	226.2	245.6	243.2	322.9	295.9	228.56	91.7
October	228.0	246.4	245.1	324.5	296.5	227.18	92.5
November						228.03	89.5

* Not seasonally adjusted.

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MANAGEMENT: Marketing

EDITED BY CHRISTOPHER LORENZ

Bell's tries a new mix in the U.S. whisky market

BY PAUL TAYLOR

FOR 15 years Arthur C. Bell and Sons, the Scotch whisky manufacturer, has been attempting to penetrate the lucrative U.S. market. So far it has been miserably unsuccessful.

While the company can claim the number 3 position worldwide with 7 per cent of total Scotch sales, its share of the 20m case-a-year U.S. market is a fraction of 1 per cent.

But Raymond Miquel, Bell's chief executive, is out to change all that. With a mixture of bold new advertising, grass roots marketing and a fierce determination he aims to take between 6 and 7 per cent of the U.S. market within the decade "if not sooner".

If Miquel and Bell's succeed they will have achieved what most in the industry believe is close to impossible.

To win, the company has two options. Neither is easy. Either it must steal market share from the well entrenched brand leaders like J & B, Dewar's, Cutty Sark and Johnnie Walker, or Bell's must generate a new niche for the brand in a market which is, at best, in the doldrums.

Miquel says, quite frankly, that he does not mind how he travels the road, just so long as he gets there.

Nevertheless, the basis of the company's latest thrust into the market is primarily into the second category. Miquel is trying to sell Bell's to a younger generation of Americans brought up, as liquor industry gurus are fond of observing, on Coca Cola and Sevens-up.

A snap-shot of the average U.S. Scotch drinker would probably show a male executive aged over 40 who drinks his Scotch "straight or with water".

These are the people who sent US vodka, gin, rum and white wine sales soaring in the 1970s and who helped push total whisky sales into second place to "white" liquors for the first time in 1977.

The answer for Bell's, Miquel believes, is to win the new generation over to Scotch with mixed drinks. The argument runs along similar lines to that of Muhammed and the moun-



Raymond Miquel: trying to raise Bell's share of the U.S. market to the 25 per cent it holds in the UK

board locations for such "spectaculars".

The other half of Bell's strategy is marketing. Bell's has been through three different import agents since 1968 searching for an agent willing to find ways to win over dubious retailers. Since 1979 the company has been with Monsieur Henri Wines (MHW) on a contract which now has one year to run. This relationship too is showing signs of strain.

While Miquel is careful not to criticise MHW, he clearly has no love for the U.S. style of marketing. "The only way to sell a product is to get out into the field," he says. "Every time I arrive in the U.S. I spend the first day visiting 20 stores to check on sales, pricing and distribution."

In Miquel's absence that task falls to Kanter who makes seven week field trips visiting the target areas in between reporting back to Miquel in Scotland.

Miquel contrasts that with the traditional marketing of Bell's in the U.S. which was done by someone sitting behind a desk picking up a telephone and doing deals. "Or, in the case of Bell's not doing deals."

Bell's has now been through the whole gamut of marketing "tricks" — everything from square bottles to price cuts.

According to Miquel and Kanter things have settled down now. Where Bell's is found Miquel says that now it is increasingly standing alongside the brand-leaders in the full range of (round) bottle sizes.

"The foundation has been laid," says Kanter, "but there is still a long way to go."

Bell's dissatisfaction with its performance in the U.S. is such that there have been suggestions that the company may drop MHW and set up its own importing and marketing operation.

Miquel will only say, "We are a company that does not want to fail. If that does not work we will have to do something else."

Lawrence Sol, vice president of MHW, is equally coy. "Arthur Bell puts out a good product and it is very understandable to see the frustration of Raymond Miquel in not being able to develop this market as he has done in the UK," he says.

"We are behind him 100 per cent but wishing does not make it sell. One needs a lot of



"Bell's wants to see Scotch drunk with dry ginger or anything else which tempts the younger palate"

U.S. LIQUOR MARKET (millions of 94litre cases)					
(Fiscal)	1975	1977	1980	1981	1982*
Distilled spirits	184.8	187.3	189.4	188.0	186.0
Scotch	22.8	22.3	21.8	20.8	20.0
Bottled scotch	14.4	13.9	13.1	12.2	11.1
U.S. bottled scotch	8.2	8.4	8.5	8.6	8.9

* Preliminary estimates.

Source: Industry Analysis

patience."

Like others in the U.S. industry Sol shares some doubts about whether Bell's can, with its relatively small promotion budget, buck the trend in U.S. Scotch sales.

Love affair

Scotch sales in the U.S. have been drifting steadily lower since 1978 although there are marked differences in performance between the various types of scotch with the premium malts and bulk imported brands doing relatively well against the standard brands.

Shipments are also down from a peak of 323m bottles in 1974 to just 218m bottles in the first 10 months of this year, although that was a marginal improvement over last year.

While Peter Smith of the Scotch Whisky Association's public relations arm in the U.S. believes that sales should pick up when "the U.S. gets over its love affair with wine", others

are more cautious.

The latest industry estimates are that total Scotch sales will fall by a further two or three per cent next year. Scotch bottled in Scotland will be down by as much as five or six per cent. Single malts, which still account for only a tiny proportion of the market, should, however, fare better while the cheaper bulk brands bottled in the U.S. will continue to increase market share.

Most of Miquel's competitors admire his spirit but doubt whether his "contra market strategy" will succeed without massive additional expenditure.

"When you can buy the premium vodka for half the price of the premium Scotch, who is going to switch in a recession?" says one rival importer.

Nevertheless, most within the industry wish Bell's well. After all they reason that if the major campaign works it may well be their brands which benefit — and Bell's may be left knocking at the door.

Advertising: it's a gift

BY FEONA McEWAN



"Sierra-style gifts were distributed to 6,500 garages across 15 countries"

GARAGES IN Britain go for girlie calendars; banks and insurance companies plump for pens. The Nigerians, on the other hand, covet white marble. The Arabs go for gold and the Germans like leather.

The chances are that most of us have at some time or other been on the receiving end of the giveaway promotional product: a keyring with your petrol, a calendar from the greengrocer, or a diary from a valued contact.

The world of the industrial gift covers both business and advertising gifts — a close distinction some say, perhaps best expressed as the thank-you-for-the-gift versus the remember-us-in-the-future gift, respectively.

Far from recession dampening such generous gestures, present-giving in the company name seems to be enjoying something of a boom. One guestimate puts the UK advertising gift market at around £150m a year. This includes wholesalers, advertising agencies as well as gift houses. The British Advertising Gift Distributors Association (Bagda) reckons its 40 member companies' turnover is £23m annually and growing. Bourne Publicity, which claims to be the largest company of its kind in Britain, reports a turnover of £5m this year, representing a one-third increase over last year.

Two other leading industrial gift companies, Industrial Gifts and Gift Publicity have recently announced their merger which they anticipate will make them a major force in Europe.

The spark that draws companies to this below-the-line form of advertising may be anything from a promotional campaign, product launches, sales aid programmes, conferences or special occasions (jubilees, awards, retirements).

"Virtually any company big or small is in the market for advertising gifts," says Harry Elmer, managing director of Industrial Gifts. Traditional buyers like travel firms, airlines and garages are now joined increasingly by other service industries, including financial organisations like banks and insurance companies.

What began at the turn of the century as modest wall calendars simply inscribed with, say, a merchant's name, is now big business covering thousands of products.

"It's a tool of the whole advertising industry now," says Harry Elmer, who points out that customers are much more choosy and price and quality conscious now. "People are looking for lasting products and although we've had to fight for business, very few clients have cut out advertising gifts altogether." The average order he records is for around £600 to £800, though it can reach £30,000 to £40,000. Most items cost individually around £3 to £5.

"Companies have been re-aligning their budgets," says Maurice Hecker of Prestige Advertising, "in order that when they have a budget when going overseas to exhibitions, etc. looking for export orders. In some places it's almost a necessity to take a handout gift — namely the Iron Curtain, Middle East and oil producing countries."

Writing instruments are far and away the best sellers. "Pen manufacturers are going through a hell of a time at the moment on the retail side and are looking into the industrial market to distribute their products," says John Beckett, marketing director of Bourne Publicity.

Gifts can be a very effective way of advertising," believes John Beckett. Ford for one believes in this: for the launch of the Sierra, Bourne distributed Sierra-style wall-planners, lighters, jigsaws, calculators and more to 6,500 garages across 15 countries.

"As another example, take tractors, which are in a diminishing highly competitive market," says Beckett. "Is it not better to put a cube pad on every farmer's desk than expect him to notice ads in the local press?"

The expensive gift, certainly on the home front, seems a dying breed. Bagda secretary Herbert Hochfeld notes a shift from higher priced items in smaller quantities to cheaper mass orders. Overseas the opposite can be the case, according to Mike Kriesman of Gift Publicity, whose company before the merger specialised in gifts for the image-conscious executive, from hide money clips at £3.16 to white marble desk sets at £50 a throw.

One of the more original orders came from a Middle East bank which requested some 5,000 rulers embedded with its name to give to valued clients. The National Westminster Bank, which normally eschews industrial gifts, commissioned commemorative Wedgwood plates (200 in black and gold, 1,000 in blue) to give to visitors when the Queen opened the Nat West Tower in the City. Shell UK advertising services manager Michael Beach reports that "as a supplier we're in the business of giving gifts to us as giveaways, though it's not a sizeable chunk of our budget." The Shell calendar has now become a tradition and he believes it fulfils a corporate image-building role.

Not every company allows its employees to accept gifts of any type. The medical profession is particularly regulated here, and in 1974, along with the Association of British Pharmaceutical Industries, it drew up a code of practice.

"Gifts in the form of articles designed as promotional aids, whether related to particular products or of general utility, may be distributed to members of the medical and allied professions provided gifts are inexpensive and relevant to the practice of medicine or pharmacy."

Again, "No gift or financial inducement shall be given to the medical profession for the purpose of sale promotions."

Similarly, the Institute of Purchasing and Supply which represents 17,000 individual members employed in the public and private sectors states in its Trade Promotions rules that "Gifts in the form of very small intrinsic value such as business diaries and calendars, gifts should not be accepted."

TECHNOLOGY

DANGEROUS ENVIRONMENTS ARE THE TARGET OF THE LATEST AUTOMATED MACHINERY

Robots fit for the fiery furnaces

BY ROY GARNER IN TOKYO

IMAGINE a metal elephant's trunk with a camera mounted on the end and you'll have a rough idea of the shape, size and movement characteristics of Toshiba Corporation's new "Self-Approach system," one of several robotic devices newly developed by the company for eventual deployment in nuclear power facilities, chemical plants and similar dangerous environments.

The robots, demonstrated in a Tokyo exhibition earlier this month, are all designed for inspection applications, and mark a phase in co-ordinating Toshiba's R & D projects aimed at the realisation of future generations of nuclear power facilities which feature near-total automation.

Toshiba is a leader in the field of BWR (boiling water reactor) nuclear power plants and its robot research department shares the same roof as the nuclear research teams in the Energy Science and Technology laboratory in Kawasaki.

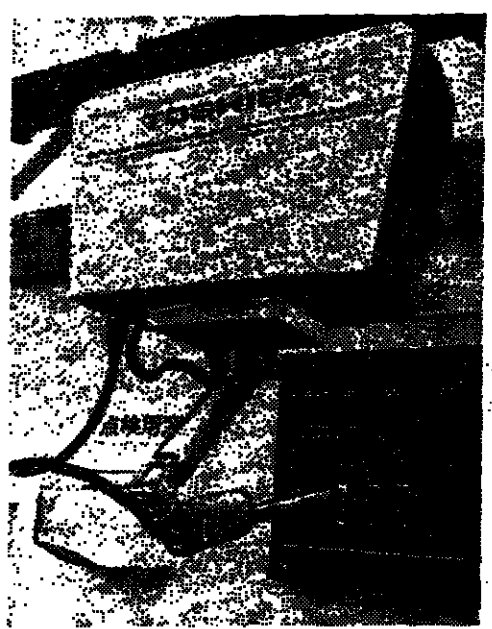
The capabilities of the new robots are such, however, that the company already envisages a range of potential markets far beyond their primary applications.

The robots come in four types; the self-approach inspection system, a floor-moving transporter robot, a monorail-based inspection system and a self-propelled pipe inspection robot.

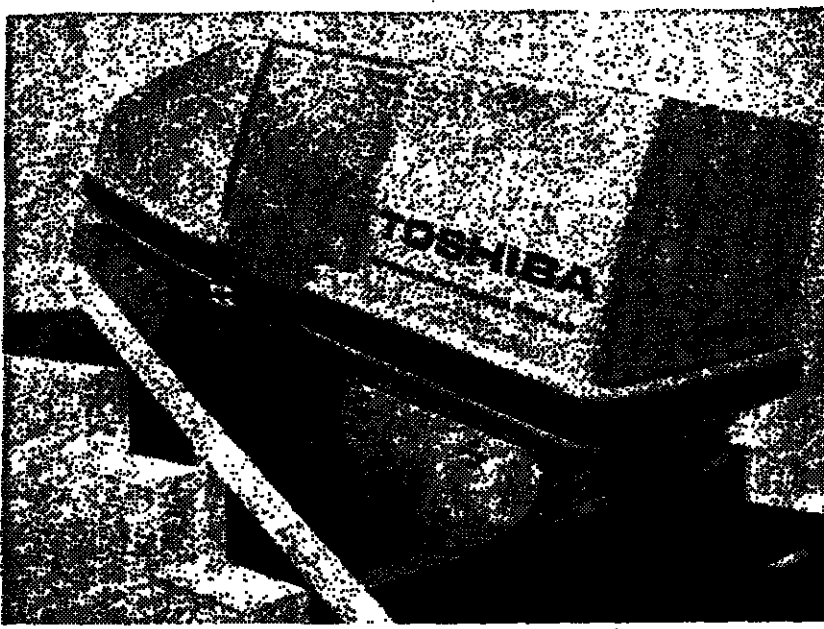
The self-approach system consists of an eight-jointed arm, with a girth of approximately 15 mm, 2.25 metres in length and weighing 22kg.

Each of the arm joints houses a sub-motor which allows a 100 degree movement on a total of 16 planes, not including the rotation and forward and reverse facilities.

A total of 56 "touch" sensors are distributed along the length of the arm, and these can be programmed to trigger



Shades of "Star Wars" R2D2; left, a monorail-based inspection robot reading meters. Right, a robot transporter.



either a curling movement of the arm section or a movement in the opposite direction. At the robot's extremity there is a miniature CCD (charged coupling device) camera, and this, and all the arm functions, are controlled by a 128K byte TOSBAC Micro 7 computer, programmed with in-house software.

The robotic arm was developed over a period of one and a half years by a four-man research team led by Kuniji Asano. According to Asano, the new system can be mounted on anything from a floor transporter to a crane, and allows the comfortable inspection of previously inaccessible sections of power plant structures and equipment.

Another research team mem-

ber, Yoshiaki Arimura, suggested that other future applications for the robot might include underwater, and space, inspection tasks. The system will be in production by 1985.

The robot transporter is described as a floor-moving, robotic vehicle and moves on four independent caterpillar tracks, powered by batteries and guided by light sensors. The transporter is designed either for use as a simple camera mounting or as the base for a more complex form of inspection unit.

The monorail-based unit also carries a CCD camera on an adjustable metal stalk, and is designed for use within large facilities, where a track can be laid around the building adjacent to vital equipment meters, and other items which require regular monitoring.

The unit is electrically powered and can travel both vertically and horizontally along its tracks, controlled by a central computer system.

The pipe-inspection robot, which is still under development, consists of a three-wheeled trolley which carries two CCD cameras, one giving a general view of the pipe for navigational purposes and the other designed for detailed inspection of the pipe's wall. At present the robot can travel only up to 18 meters as this is

the maximum length of optical fibre currently available, for attachment to the rear of the unit.

Earlier this year Toshiba and Hitachi agreed to start new joint research and development projects with six of Japan's 10 electric power utilities, including the technologically advanced Japan Atomic Power Company and two of its nuclear power plant makers.

The Y12m estimated research costs will be shared equally between the two makers and the utilities, and priority is being given to the development of "first-generation" power plant robots which will handle monitoring and checking functions.

The second stage of development will concentrate on robots capable of doing emergency repair operations.

Mitsubishi Heavy Industries is also involved in nuclear plant robot development. In August this year the company announced the joint-development, together with the Kansai Electric Power Company, of a robot with a flexible arm which incorporates equipment able to monitor and replace stopper plugs on the heat conduction tubes within nuclear electricity power plant steam generators. The new robot will be installed in the Mihama nuclear power plant next year.

Mitsubishi Heavy Industries has also recently developed a robot which offers the highly efficient cleaning of the seawater intakes of nuclear and thermal power plants.

The Japanese quest for safer nuclear power plants was given much added impetus by America's Three Mile Island incident in 1979, but pressure for greater robotisation of dangerous operations has also come from a related labour union.

In July this year, the Kansai Electric Power Company's union members urged that robots be developed to handle the checking of pinholes in steam generators to monitor piping systems for possible damage and for cleaning jobs.

A union leader claimed that during the past decade more than 200 workers, mainly members of outside companies and sub-contracting companies, had died in work accidents at the company's plants.

One of the key jobs the unions hope to see automated is the semi-annual official inspection of the main steam flow venting safety valves, of which there are as many as 18 in standard BWR plants. Participants in the current research activities estimate that total robotisation of dangerous processes might be completed within about 10 years.

EDITED BY ALAN CANE

MOBILE COMMUNICATIONS

Motorola sells NTT pocket bells

BY GEOFFREY CHARLISH

A COMPLETE survey of the mobile radiotelephone situation in Japan is contained in a report just released by Eurogestion of Tokyo and available in the UK from IPI of London (01-221 0099).

The 200 page reports costs \$75 and although much of it is devoted to the new cellular system operated by NTT (Nippon Telephone and Telegraph) in the greater Tokyo area, other subjects such as paging, marine radio and railway communications are also covered.

There are in addition introductory chapters that deal with the official and administrative bodies concerned with radio in Japan and their relationship to national and overseas manufacturers of radio equipment.

There is an interesting comment on the appearance of Motorola on the Japanese scene, which has been previously dominated by such companies as Nippon Electric Company (NEC), Matsushita and Toshiba.

The report says: "The American Government also gave political pressure on the procurement of NTT for Motorola to become one supplier of pocket bells to NTT." (Pocket bells are paging systems).

"From now on" continues the report, "other foreign makers will make similar approaches to NTT."

One piece of business quoted is the Motorola order from NTT for 45,000 pagers this year. In the reverse direction, NEC and Oki are prime exporters from Japan. Oki, which does not supply NTT, is very active in the U.S. market and has sold 1,200 car units to NTT.

In Japan, cellular radio is being introduced in two parts, a "high capacity automobile telephone system" (HCATS) for larger cities and a "medium capacity call site system" (MCCSS) for less populated areas.

HCATS has been under development since 1967 and went into commercial use in the Spring of 1979 in Tokyo. Services using MCCSS have been on trial in rural areas since September 1980.

At March this year, some 13,300 subscribers were using the service, for which there is an installation charge per mobile of ¥90,000 (£200), and other initial charges of ¥30,800 (about £77). Typical charge for a call is ¥10 (about 2.5p) for 6.5 secs over 160km in the daytime.

In Japan there are in addition to the 13,300 mobile units some 11m pagers, 456 speech terminals on railway trains and about 800 cordless telephones. The total radio market is worth ¥391bn (£967m).

DISPLAYS

Gauges that can be read without fatigue

FOR MECHANICAL inspection departments, the Electroline 80 gauging system from Thomas Mercer of St Albans (0727 55313) has a pair of gas plasma displays that allow operators to make fast, accurate repetitive readings without fatigue.

The gauges act rather like a mercury-in-glass thermometer. Banded slide by slide the units form a gauging centre which provides a histogram display showing at a glance variations in machined dimensions. Height of the gauges is

200 mm and there are 210 segments per channel. The measuring range of the units, which work from any standard Merer probe, is switchable from ±1500 microns down to ±15 microns in five steps, giving a resolution of 0.15 micron on the most sensitive scale.

More sophisticated versions of the gauge allow the display to be frozen at the last reading and for "run-out" readings to be taken on non-uniform circular parts.

Contract Research & Development-Contact IRD

International Research & Development Co Ltd
Fossway, Newcastle upon Tyne NE6 2YD

Testing Ultrasonic inspection

THE SIZE of service-induced cracks and similar defects found in new pipes, components can be determined using a new service introduced by the Non-destructive Testing Centre at Harwell (0235 24141).

The service is based on the application of ultrasonic time of flight (TOF) technique which has been pioneered at Harwell for thick plate and weld inspection. The Centre has recently developed a transportable TOF equipment enabling staff to carry out on-site inspections for industrial customers.

Both surface opening and internal cracks have been accurately sized using the TOF technique, which involves accurately measuring the time of separation of ultrasonic waves diffracted from the crack tips.

The service should be of particular value to plant engineers confronted with the difficult task of distinguishing between cracks that can be tolerated with adequate margins for safety and those that require urgent attention.

Office systems

Tektronix copier

TEKTRONIX HAS announced a new colour graphics copier that uses ink jet technology to produce eight-colour copies from computer graphics systems.

Known as the model 4041 the unit is aimed at applications such as simulation, design, prewiring, stress analysis, ultrasonic scanning and surface modelling, all of which generate complex plots that need colour to aid clarity.

The copier, which is priced at about £10,000, produces both A3 and A4 sized copies. Images can be in a horizontal or vertical format in each size and multiple copies can be produced under programme control. More on Harpenden 63141.

DIPLOMA COURSE IN WELDING TECHNOLOGY

Industry needs engineers trained and qualified to manage welding operations for economic and effective production. This modular course has been organised jointly by The Welding Institute and Cranfield Institute of Technology to train young graduates to be the welding engineers of the future.

Details: Training Information Officer, The Welding Institute, Abington Hall, Abington, Cambridge CB1 6AL. Telephone 0223 891162 Telex 811153.

JAPANESE

FINANCIAL TIMES SURVEY

Thursday December 16 1982

Thames Barrier

End to threat of catastrophe

BY LYNTON McLAIN

FIFTEEN matter-of-fact words, written last month by Mr John Holloway, the deputy project manager for the Thames Barrier at the Greater London Council, marked, in a supreme understatement, the final stages of one of the greatest, most expensive and ingenious engineering projects seen in Britain since the Second World War.

The flow of the River Thames was stopped for the first time in its history on October 31, 1982 after the first full trial of the £450m Thames Barrier, backed by its £225m of downstream flood defences.

"The barrier can therefore be said to now provide an effective flood defence of London," Mr Holloway wrote on behalf of Mr Derek Ayres, his director of public health engineering, splitting an infinitive en route to getting this historic statement swiftly to the GLC public services and fire brigade committee.

These few words encapsulated three decades of talking, hesitating, decision, indecision by earlier participants, and finally an Act of Parliament 10 years ago which confirmed that a barrier would be built to straddle the Thames at Woolwich.

Confirmed

The words confirmed that the Thames Barrier did work as it was designed to a decade ago. The engineers and planners, and anxious watchers from the Ministry of Agriculture, Fisheries and Food which supervised the spending of taxpayers' money to help build the barrier, expected no less. The event was nevertheless

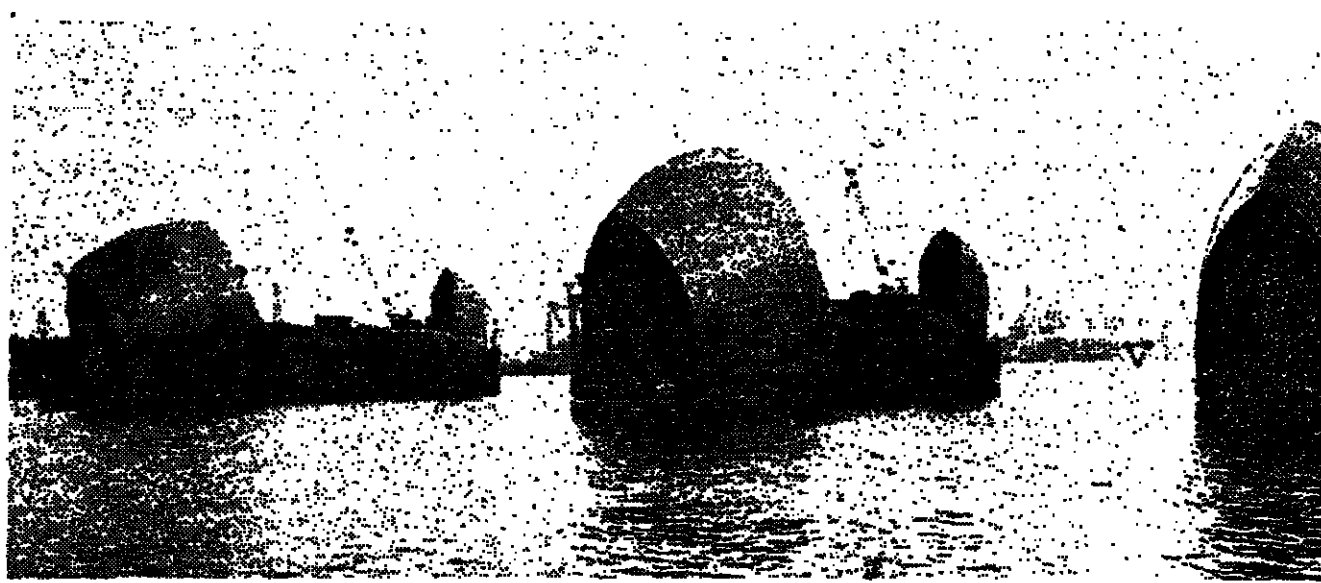
of enormous importance to the people of London and Mr Holloway's straightforward, unemotional statement that the barrier worked gave no hint of the disaster that could not now hit London.

It is a demonstrable mathematical certainty that a catastrophic flood will hit London one day.

This will be through a combination of high astronomical tides, severe weather and a threatening surge of storm water funnelled down the North Sea into the confines of the Thames Estuary. Before the barrier and the extensive downstream works of bank-raising and other smaller barriers, these factors could have raised the river level several feet over the pre-existing flood defences.

In 1953 such a disaster did happen. The east coast of England and parts of London were flooded and 300 people died. This proved to be a turning point in the half-hearted debate that had been going on for centuries about the risks of flooding in London. One of the earliest records is in the Anglo Saxon Chronicle of 1089: "This year also, on the festival of St Martin (early in November) the sea flood sprung up to such a height and did so much harm as no man remembered that it ever did before."

The Government in 1953 set up the Waverley Committee to report on the east coast floods. The oceanologists, hydrologers, water engineers and mathematicians who did risk analysis showed that a barrier across the Thames should be investigated.



Photographs by Roger Taylor

At a cost of £730m London has been secured against the danger of catastrophic floods. It is a small price compared with the estimated £3.5bn such flooding would have caused in damage to property and life and disruption of the capital's transport and other services

The worst combination of adverse conditions could have raised the river waters over 7.2 metres, 23.5 feet above the "ordinance datum (Newlyn)" the point in Cornwall used as the standard for measuring tide and river levels.

For the analysts it was not a matter of "if" these appalling levels are reached in the River Thames, but "when."

Professor (now Sir) Hermann Bondi, former Professor of mathematics at Kings College, London, was asked by the Government in 1967 to report on the cost benefit aspects and the possibility of flooding in London.

He was unequivocal in his report. Tidal flooding in London would be a disaster of such magnitude that it could not be allowed to happen, he said.

Mathematical probability studies showed that once every 2,000 years these river levels would be reached in London. But the physical environment of the Thames is not stable and the probability of a disastrous flood is increasing.

By 2030, flood conditions are expected to be at their worst once every 1,000 years. The "once" could be tomorrow, such are the niceties of probability analysis.

This could have made one million Londoners homeless. The life of Dogs in docklands could have been under eight feet of water for six days. The Palace of Westminster and Whitehall could have been under three feet of water for a day. Public transport could have been paralysed for six months and main line stations of British Rail put out of action.

The Thames Barrier and Flood Prevention Act 1972 set the ball rolling to ease these fears. The act gave the Government powers to provide grants for the building work, but specifically excluded any payments for the subsequent maintenance of the Barrier.

In March 1972, a few months before the Bill reached the statute book, the Government and the GLC estimated that the Thames Barrier alone would cost £48m, at March 1972 prices. Today, Londoners are safe from flooding, but only after the unprecedented expenditure of £730m (at June 1982 prices) for the Barrier itself and for the downstream flood defence works including smaller barriers across inlets and creeks down the estuary.

To June this summer, £576m of this forecast final expenditure had actually been spent

and of this £436m was in the form of direct, non-repayable Government grants.

The Thames Barrier at Woolwich accounts for £450m of the £730m final total. The GLC estimates that 60 per cent of the increase of the Barrier cost has been caused by inflation. Of the balance of 40 per cent, a quarter is attributed to changes and improvements to the original design. The remaining three-quarters is put down equally to industrial disputes and the extra cost involved in overcoming technical difficulties.

Part of the problem facing the GLC, the Government and above all the companies which tendered for the initial civil and mechanical engineering contracts in the second half of 1973, was the rapid escalation in oil prices, the three day week in Britain and fears of runaway inflation.

THAMES FLOOD DEFENCES (£m at June 1982)				
	Original estimate December 1973	Final forecast 1982	Total spent 1982	Government grants 1982
GLC Thames Barrier, Woolwich	48	73	82	38
GLC other flood defence works	37	73	82	38
Grant to GLC as contribution to water authorities to counter "reflected tidal wave" from barrier				
Anglian Water Authorities	59	105	87	66
Southern Water Authority	32	72	56	35
Thames Water Authority	16	31	29	17
TOTAL	232	733	576	436

Source: Ministry of Agriculture, Fisheries and Food, December 1982

An Anglo-Dutch consortium, Costain - Tarmac - Hollandsche Beton Maatschappij (CTH joint venture) won the main civil engineering contract, with the proviso of reviewing the contract price after two years. CTH Joint Venture estimated that it would cost (at October 1973 prices) £38m for the civil engineering work. The final bill for this part of the Barrier is likely to be nearer £250m at current prices.

Estimates

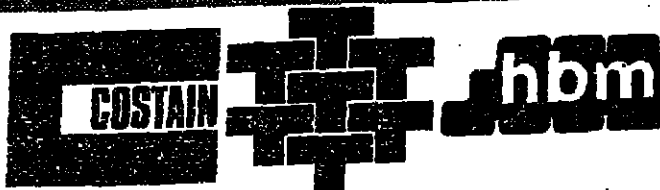
The GLC believes that CTH Joint Venture underestimated substantially the cost of the work and the likelihood of technical changes. By the time work started revised estimates put the starting cost at £70m almost double the original tender price.

The main contracts outside the civil engineering work involved the construction of the barrier gates and the hydraulic ram machinery for rotating the gates into the flood prevention position from concrete sills on the bed of the river. This mechanical engineering work was awarded to the Davy-Cleveland Barrier Consortium (DCBC). Both groups of main contractors

CONTINUED ON PAGE III



We made it.



The people who built the Thames Barrier.

The people who built the Thames Barrier are: Costain Civil Engineering Limited, Costain House, Nicholson's Walk, Maldenhead, Berks. Tarmac Construction Ltd., Construction House, Birch Street, Wolverhampton WV1 4HY. Hollandsche Beton Maatschappij BV, 1, H.J. Nederhorststraat, 2801 SC Gouda, P.O. Box 63, 2800 AB Gouda, The Netherlands.

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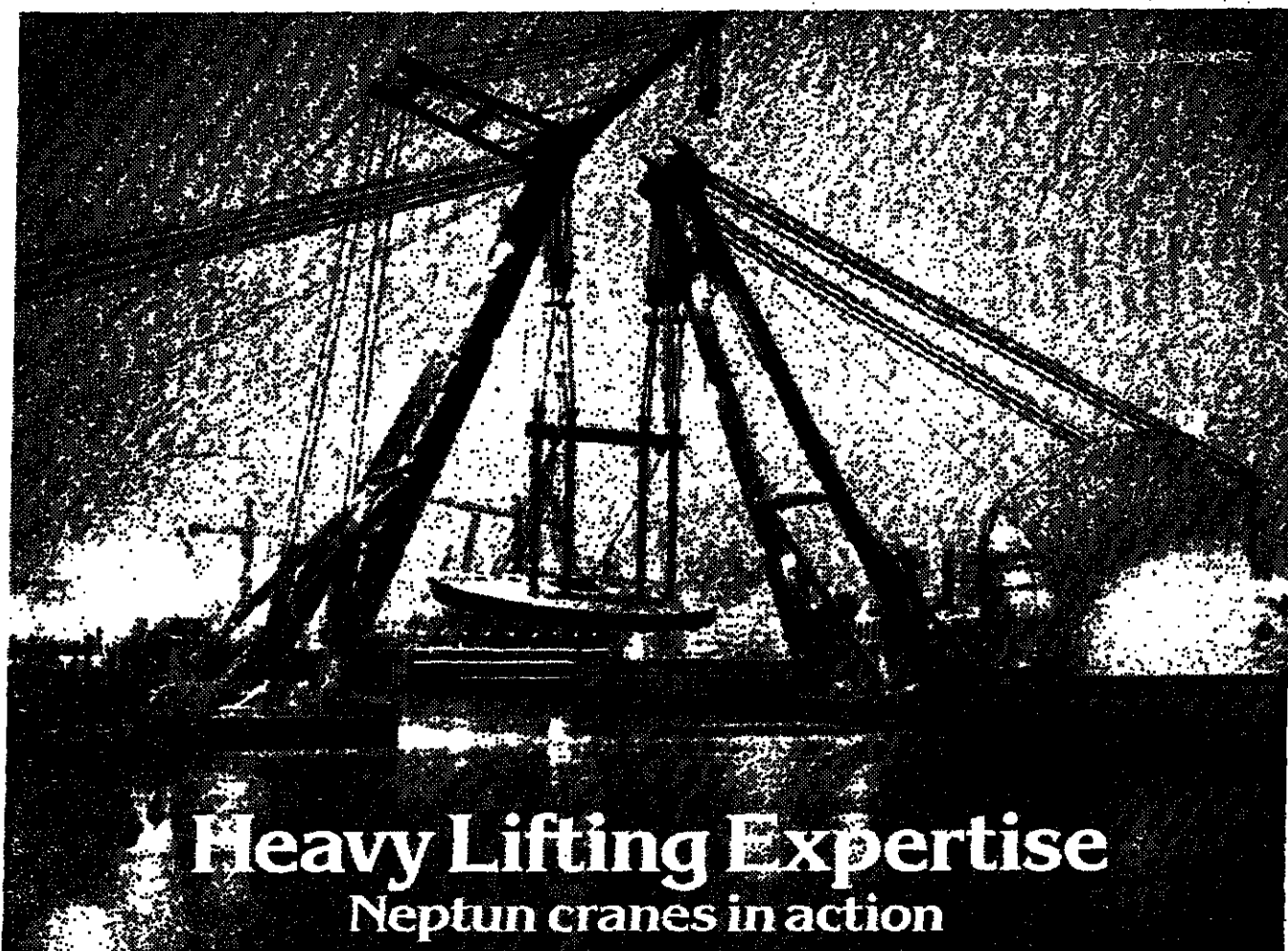
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Neptun was engaged for the installation of heavy lifts which demanded centimetre precision for the construction of the Thames Barrier, built to protect London from the threat of catastrophic flooding. The picture shows Neptun's selfpropelled floating sheerlegs HEBE 2 and HEBELIFT 3 lifting one of the gate arms into place. (24.5 m in diameter, 1.5 m thick, and weighing about 1,300 t)

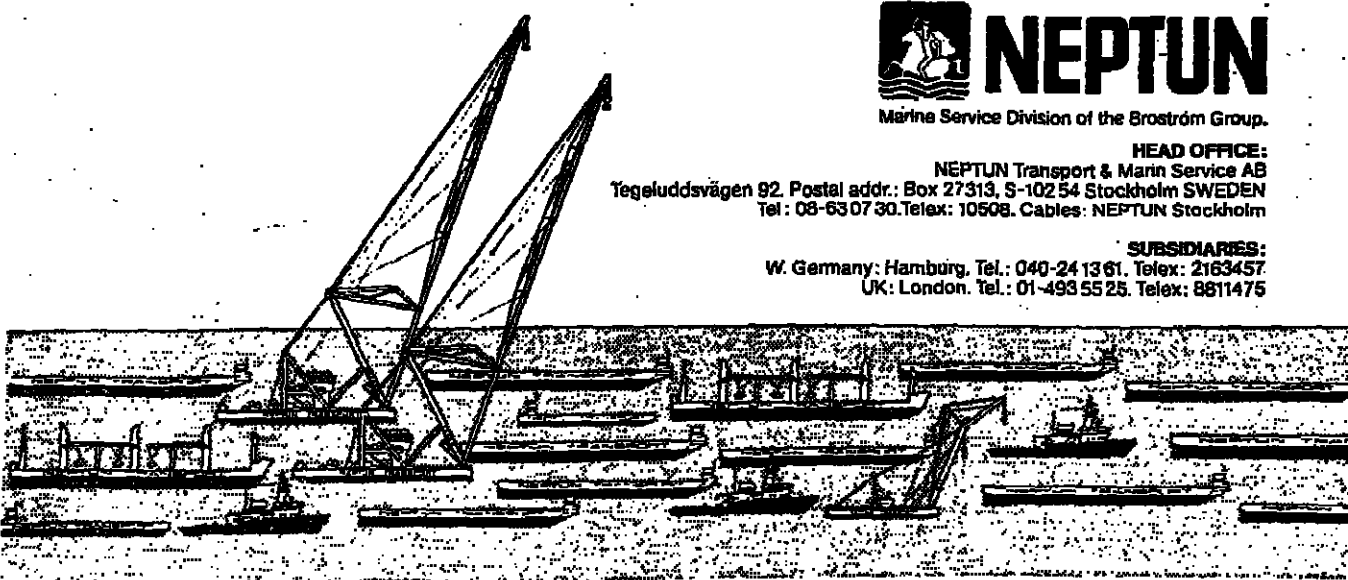
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THAMES BARRIER II

What happened the last time London was hit by floods

THE THAMES Barrier will, by coincidence, begin its vital task of protecting London exactly 30 winters since the South-East was last attacked by serious floods.

Winds during January 1953 had been surprisingly light for the time of year. But the weather changed dramatically during the last weekend of the month. Gusts of up to 113 miles an hour hit Scotland and began speeding south. The first major casualty in what was to prove a weekend of disaster was the ferry Princess Victoria, which went down in the Irish Sea with the loss of 128 lives.

Within hours of the loss of the ferry the East Coast from the Humber to the Thames Estuary and the riverside boroughs of East and South London were devastated by flooding as the winds combined with high tides.

More than 300 people died during the 1953 floods. An estimated 30,000 people were forced from their homes - many of which were destroyed. There were 500 breaches in the sea defences and the financial extent of the losses was estimated at the time by Sir David Maxwell Fyfe, Home Secretary, to be between £40m and £50m. In the Netherlands the effect of the weekend's flooding was

even more devastating, with the death toll rising well into four figures.

Coincidences

Yet a slightly different combination of meteorological coincidences could have made the 1953 disaster overwhelmingly worse. As it was, the worst effect of the flooding in the London area was at places like Canvey Island in the Estuary. Slightly different winds could have sent the tide surging up the river to London itself, creating just the disaster that the barrier has been designed to prevent.

While the capital escaped

the worst of the 1953 damage, its population came close enough to the danger to appreciate what a 'fall-scale' flood would do to their city as smaller rivers and streams feeding the Thames overflowed. Boats took to the streets of West Ham where more than 1,000 families were forced from their homes. Basements were flooded in Blackwall, Wapping and Whitechapel... many main roads were impassable, railways were flooded and the Surrey Docks wall was breached at Belvedere, near Woolwich, where the barrier has been built... the Grand

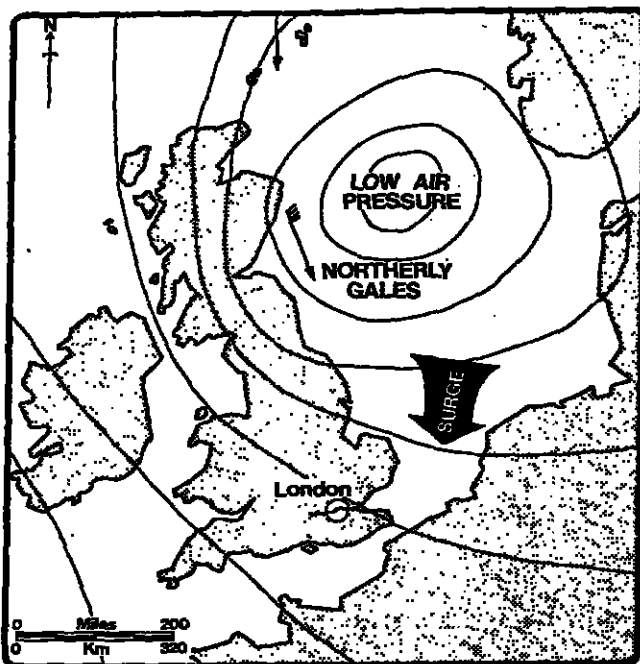
Surrey Canal overflowed at Camberwell and Peckham... crowds all along the Thames embankment watched as the river rose level with the road at Chelsea and overflowed at Putney.

That year was not the only time the lower parts of London have come close to destruction from flooding. There were severe floods in 1236 and 1693; 14 people were drowned in Hammersmith and Westminster during 1928 flooding. Other major alerts have taken place since the 1933 floods. In 1965 the Thames came within six inches of flooding over the

river walls in central London. In 1971 householders near the river were again warned that their homes might be flooded. Alerts have continued since the barrier was commissioned, with the danger of floods in January 1976 and again two years later.

The statistical probability is that the Thames will rise above its flood defences about once every 50 years. But because tides are rising, so is the chance of a serious flood. The threat against which the barrier has been built to protect London is a very real one indeed.

Alan Pike



Left: How cyclonic winds build up a tidal surge in the North Sea which funnels with increasing intensity into the narrows between England and the Low Countries. Right: An imaginative photo-montage by Avon Rubber of the scene Big Ben might have looked down on had a great flood happened.



Lynton McLain reports on why man is powerless to stop prime causes of rising tides

At the mercy of the forces of nature

THE THAMES Barrier has turned the tide in London - and not a moment too soon if the forecasts of river engineers in the capital are to be believed. Records going back 200 years have proclaimed the inevitability of catastrophic flooding if nothing were done to protect the capital. Behind this inevitability is a steady increase in

the level of high tide at London Bridge (the traditional measuring point) which is made worse by sea surges funnelled down the North Sea into the Estuary. High tide at London Bridge has been rising by about 0.73 metres a century, about 3 in every decade since records were started in the late 18th

century. Man is powerless to slow down or stop the prime causes of this increase. It is so invariable and on past levels, so predictable that the environs of the tidal stretches of the Thames could have been flooded by the ever-rising high tide surge by about the turn of this century without the barrier and its associated downstream river bank protection works.

The increasingly high tides are largely the result of London sinking slowly into its bed of clay. This in turn is caused by the slow but measurable tilt that Britain as a whole is undergoing, with Scotland slowly rising and the South-East slowly sinking as the Scottish Highlands are relieved of pressures from the ending of the last ice age.

This downward tilt by the South-East is estimated at about a foot a century. It causes the waters at high tide to lap ever closer to the tops of the banks. The end of the century date is deduced simply from an extrapolation of historic tide data at London Bridge going back to 1780. The data shows a steady increase in high tides to a level which would breach the interim tidal flood defence level of 5.6 metres, just over 18 feet, listed along the river banks in 1971-72.

It is misleading, however, to think in terms of any specific date for a disastrous flood of London. This is partly because the reasons for the higher tides in London are more complex than the simple sinking of the South-East, partly because tidal surges from the North Sea carry the greatest threat of flooding (especially when combined with high tides) and partly because planners and engineers involved in flood defence work think in terms of probabilities of catastrophic flood risks and do not forecast specific dates.

The other factors, besides the sinking of the land, involved in causing London to experience steadily higher tides over the years include the effect of greater water depths in the ocean caused by the melting of the ice cap and dredging operations in the Estuary to improve the navigation channel. The latter increases the speed of movement of the tidal inflow. At the same time the improved flood defences in the lower Estuary restrict the spread of the incoming tide over the riverside salt-pans.

High Tides

While these are the main causes of the rise in high tides, the greatest single threat to London from exceptionally high tides occurs when the level of a high spring tide is increased by a surge from the North Sea.

These surges are born amid the low atmospheric regions over the North Atlantic. When they move north of Scotland and into the North Sea and when the wind drives the raised water south towards the east coast of Britain, London is at risk.

This is especially so as the raised water approaches the Channel and the Estuary, where the shallower water of the continental shelf and the funneling effect of the Estuary and Channel raise the water level even further.

Surges of up to 3.5 metres, almost 12 feet, have been recorded and this has given rise

LONDON AREA ONCE UNDER THREAT OF FLOODING



The dark area shows the riverside boroughs north and south which were once at risk if the Thames burst its banks in a major flooding

to exceptional water levels at high tide. Fortunately and somewhat paradoxically, however, there is an unexplained interaction between a tide and a heavy surge which prevents them coinciding. Otherwise the extent of potential flooding would be even greater than it is already.

Steady increase

Statistically the chances of flood waters reaching the tide levels which gave rise to the 1953 East Coast floods, when 300 people died, are put at once in about 56 years in 1972. In 1953 the tide reached 1.98 metres, about six feet above the predicted astronomical tide level. The date, 1972 in this case, has to be given for the probability because of the steady increase in the levels of high tide.

Severe flooding of London is not a feature only of the past 30 years or so. Records of severe floods go back at least as far as 1236 when the river overflowed and people had to take to boats in the Palace of Westminster.

In 1663 Whitehall and other roads in London were flooded. Samuel Pepys described it as "the greatest tide that ever was remembered in England to have been in this river all Whitehall having been drowned".

Central London was flooded last in 1928 when 14 people drowned in their basements in Hammersmith, West London, and at Westminster.

Exceptionally high tides came again in 1965 when water lapped six inches from the top of river walls in central London.

In January 1976 London faced the threat of an 8.5 ft surge tide; the danger was only diminished because the surge from the North Sea coincided with low tide.

Most recently, in January 1978, 82 miles an hour northerly winds helped raise the Thames to within 2 ft of the top of the London's flood defences.

But action was already well under way on the Thames Barrier at Woolwich by the time these more recent flood dangers hit London. The initial action that led to the go-ahead for the barrier came after the 1953 flood disaster with the report of the Waverley Committee in 1954.

The report recommended that "in regard to the Thames, investigations should be undertaken urgently into the possibility of providing a suitable structure, capable of being

closed, as a means of reducing the maximum water levels higher up the river at the time of the surge."

These words, in effect, overcame the psychological hurdle that had prevented dramatic action in the past. No longer were people afraid to state that dangers of flooding of the capital could only be prevented by building the physical means to stop the Thames.

Little or nothing was done, however, until the 1960s, when two events once again stimulated debate and further inquiries into the risks to London. In 1962 100,000 acres in the Hamburg area of West Germany were flooded and 300 people died, after a four-metre (approximately 12 ft) North Sea surge tide swamped the land. Three years later came the exceptional high tide in London.

It still took two more years, until 1967, for the British Government to act. It appointed another inquiry when the Ministry of Housing and Local Government asked Professor Hermann Bondi (now Sir Hermann Bondi), who was then professor of mathematics at Kings College, London, to report on the cost benefits and the probability of flooding in London.

Professor Bondi's words, as perhaps befits a leading mathematician, were crisper and with a greater sense of urgency than the long-forgotten Waverley report of 14 years before. He concluded that tidal flooding in London would be a disaster of such magnitude that it could not be allowed to happen.

Investigation

This unequivocal warning forced the Government to start the ball rolling towards a physical barrier over the Thames. The Government asked the Greater London Council to do a detailed investigation of flood defence schemes for London.

A range of alternative schemes was studied by the G.L.C. Physical and mathematical studies focused on a scheme for a rising sector gate barrier at Silvertown in Woolwich Reach. This is the design which is now operational at Woolwich.

The crucial standard adopted by the designers was based on a defence against a high surge tide level of 6.9 metres (23 feet) which could be expected to occur in the year 2000.

The G.L.C. was authorised to carry out the work by the Thames Barrier and Flood Prevention Act 1972. So almost 20 years after the Waverley Report recommended studies a physical barrier over the river became inevitable.

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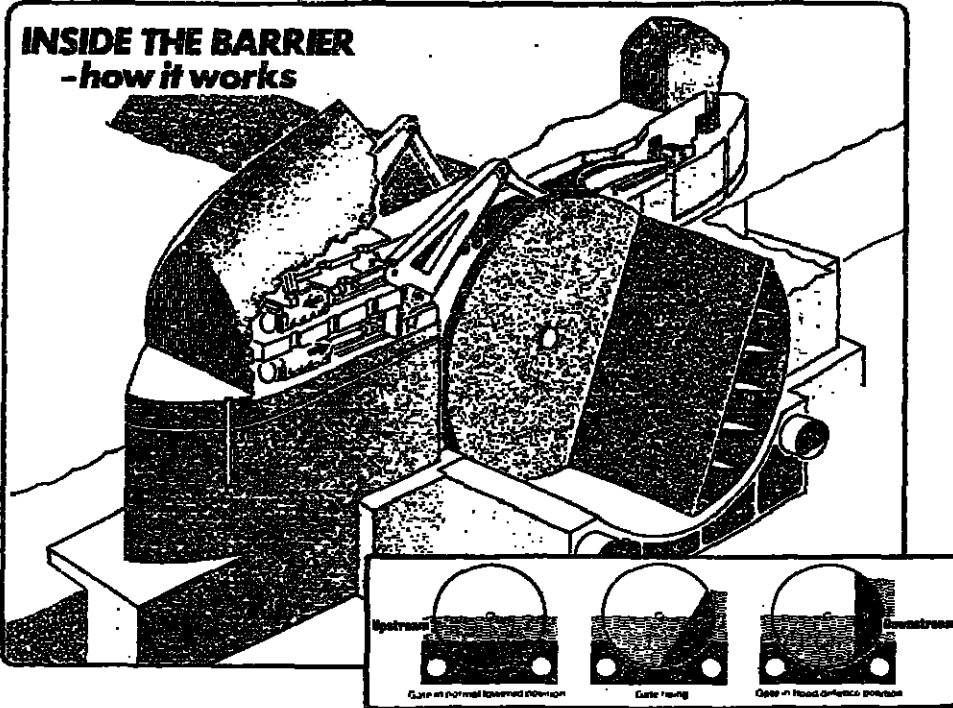
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THAMES BARRIER III

Alan Pike on the big names in the project

Engineering triumph
for the team

End to threat

CONTINUED FROM PAGE 1

tors were working to the design of the proposed Thames Barrier produced by Rendel, Palmer and Triton, consulting engineers, working with PHE Engineers. This team of consulting engineers was strengthened by senior staff from the GLC's departments of architecture and mechanical and electrical engineering.

The design chosen to protect London from storm surge tides was the novel "rising sector gate" design patented by Mr R. C. (Charlie) Draper, an engineer with Rendel, Palmer and Triton, who held the patent with Sir Bruce White, Wolfe Barry and Partners, consulting engineers.

The futuristic design involved a series of movable barriers across the river, formed by 10 separate gates mounted between concrete piers. These piers are founded in the chalk or Thanet sand strata, 45 ft beneath the river bed. Four central openings of 61 metres are provided to allow access for shipping. The four main openings are flanked by subsidiary 31.5 metre openings with rising sector gates. The four remaining openings are non-navigable 31.5 metre conventional falling radial gates.

The hydraulic rams and their power packs which raise the flood prevention gates from the

river bed get their electricity from the north and south banks of the Thames, through duplicated tunnels running between the Barrier piers across the 570 yard width of the river.

To ensure complete integrity of the design and to guarantee that the gates can be closed independently of the national grid, a 4.5 megawatt power station is being built on the south bank, fitted with three Mirreles Blackstone diesel electric generators. A further safeguard is that any one ram can operate a gate, although normally one ram at each end of the gate will do the job.

Computers will be used to help predict the onset of a threatening storm surge tide and the main warning system will be the Storm Tide Warning Service of the Meteorological Office at Bracknell.

The duty officer at the Thames Barrier will get the six hour weather charts from the Met. Office and with the aid of tide level warning gauges up the east coast as far as Aberdeen will monitor sea conditions.

Regular training exercises will be carried out with a complete closure of the gates once every month. Each gate will be raised separately once a fortnight to stop river silt clogging up the works and impeding gate movement.

The Barrier has proved it can stop the Thames in mid-flow, but it is not complete. Cables for control of the rams from the central on-shore control building still have to be installed and in the meantime, control of the gates is carried out from the separate miniature control rooms inside the elegant stainless steel shells on the piers.

These are the most distinctive part of the Barrier and were manufactured, transported and erected by the Liverpool company Tysons (Contractors). Inside, the shells look exactly like upturned Viking ships complete with curved ribs of European redwood.

They are likely to win an award for their design and will appeal to the thousands of visitors expected to visit the Barrier site once the visitors' centre on the south bank is finished in time for the official opening next autumn.

These are the spin-offs for the future, but during peak activity of the Thames flood prevention programme in 1980 an estimated 4,500 people were involved directly on the sites, of which 2,400 were at Woolwich.

The local community has expressed its thanks by naming the nearest public house to the project, The Thames Barrier Pub.

HUNDREDS OF companies and other organisations were involved in bringing to fruition the project to secure the flood defences of London.

The operation must be seen as a total flood defence system—the main barrier could not deflect a flood tide without the support of the subsidiary barriers and bank-rising work which has also taken place. But the main barrier is understandably the outstanding feature of the project. With all deference to the contribution of suppliers of specialist equipment and services, it will long be associated with the names of the companies which carried out the main civil engineering work and supplied the giant gates.

For the main civil engineering contract three tenders were received by the Greater London Council which met the council's criteria that the work must be carried out by an organisation of proven background and sound financial standing. The council was also anxious that the barrier should not form a disproportionately large part of the contractor's total turnover.

An Anglo-Dutch consortium consisting of Costain Civil Engineering, Tarmac Construction and Hollandsche Beton Maatschappij (HBM) was chosen from the three finalists, two of which were consortium bids. The three partners set up CTH Joint Venture to handle the project, the chairman of which has been Mr John Reeve, chairman of Costain Civil Engineering.

The partners to the joint venture decided to operate on a fully integrated basis rather than divide the work into three parts with each company operating in relative isolation from the others. Staff from the three companies were seconded to what became a relatively autonomous organisation.

HBM, with first-hand experience of Dutch flood defence problems, was able to contribute not only outstanding expertise about some of the problems which were to be confronted in the building of the Thames Barrier but a range of heavy marine equipment as well.

The project required the construction of a series of temporary

would otherwise have had to acquire especially.

Despite the early industrial relations and learning-curve problems experienced at the Thames Barrier site, it is agreed all-round that the CTH partnership worked well. Expertise gained by the three companies, plus the experience of working fruitfully together, means that further joint venture bids must be considered likely when future suitable marine projects—like the Severn Barrage—go ahead.

The civil engineering contract was awarded in July 1974 but it was the following January by the time the workforce and plant had been assembled and work began at the barrier site. A large amount of temporary work, like the building of jetties and platforms, had to be completed before work on the permanent structure could go ahead.

Complication

Throughout the building of the barrier the contractors faced the complication that the Thames had to remain open to shipping at all times. For this reason initial construction work started only on the southern bank, with river traffic diverted through a channel on the north. The intention at this stage of the project was that when construction of the southern half of the barrier was complete work would transfer to the northern bank, with shipping diverted through the completed southern half of the new flood defences.

However, anxiety by the Greater London Council to speed up completion of the barrier, which fell considerably behind schedule during the early phase, coupled with changing patterns of shipping in the Thames, enabled this work pattern to be modified. By 1979 the Port of London Authority had agreed that shipping could be limited to the width of one of the barrier's main deepwater gates—200 feet—and this permitted simultaneous construction on both northern and southern banks.

The project required the construction of a series of temporary

cofferdams for the barrier piers. While the piers were under construction, pre-cast concrete sill units were built in a nearby dry-dock and then towed to a mooring place until they were required. As each coffer dam was removed from position a channel was dredged in the river with the use of a backhoe excavator capable of digging to 30 m. The sill units were then jacked down into position hydraulically.

Meanwhile a second consortium, consisting of Davy-Loewy and Cleveland Bridge, had formed the Davy Cleveland Barrier Construction with responsibility for producing the barrier gates and machinery. Davy-Loewy supplied the machinery and hydraulic equipment while Cleveland Bridge produced the gates and took responsibility for installing both the gates and machinery.

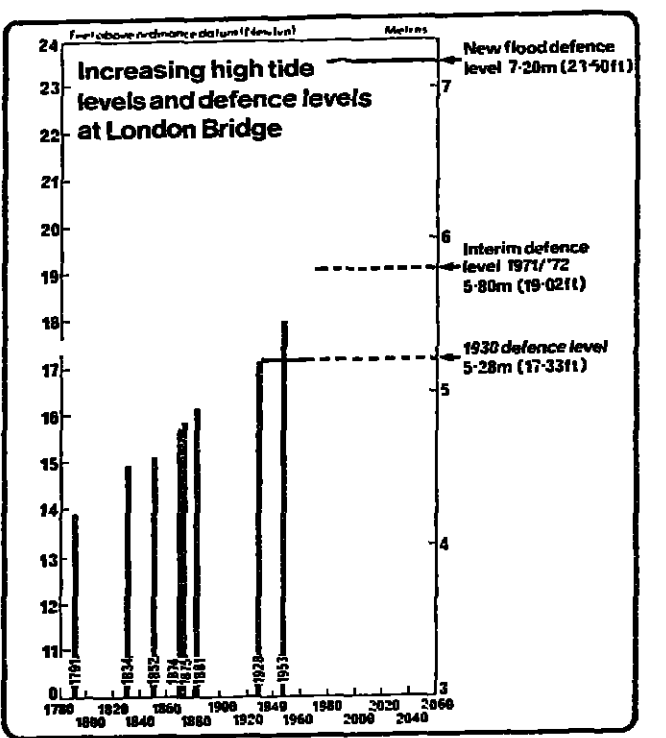
The barrier has 10 gates—four main rising sector gates which each weigh 3,200 tonnes and, with their 200 feet span, equal the opening of Tower Bridge. Two smaller rising sector gates weighing 900 tonnes each and four 220-tonne falling radial gates for the flanks of the barrier. When the gates are not in use they lie horizontally in their pre-cast concrete sills.

Each gate was manufactured at Cleveland Bridge's Port Clarence, Teesside, works and then floated to the Thames for installation. The rising gates arrived in three sections consisting of the gate span which goes between two concrete piers and two gate arms which are attached to each end of the span and are pivoted to the piers.

Two rocker beams were positioned on each pier before installation and these were later connected to the gate arms to raise and lower the gates. Huge floating cranes were brought into operation to position the gate arms on the piers and the gate spans were then lifted on to the arms to the accuracy of one-eighth of an inch. The falling radial gates presented fewer installation problems, since they could be lifted into position as a single unit complete with operating arm.

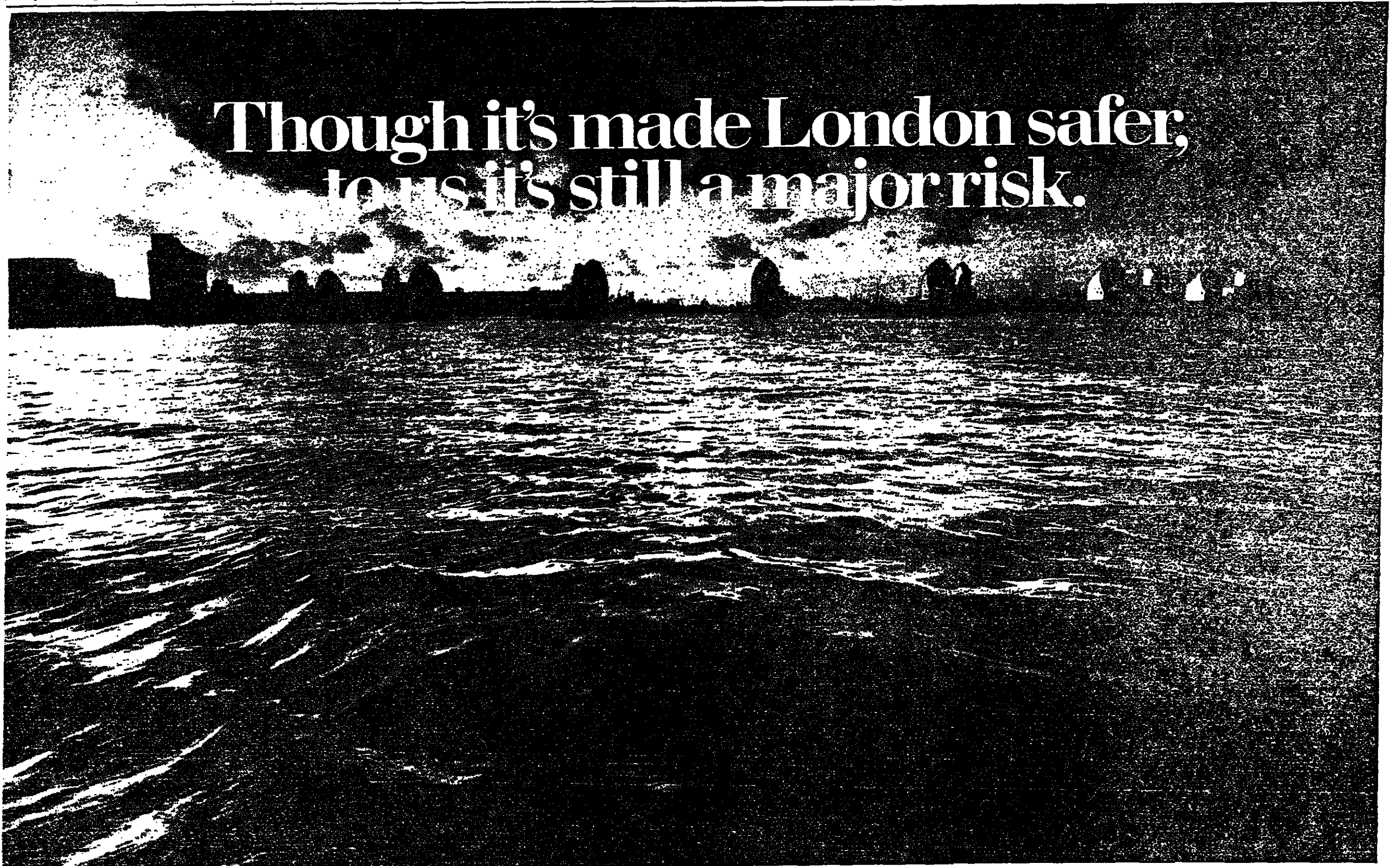


Temporary coffer dams were used to hold back the water while the foundations of the barrier piers were built.



Records going back 200 years show that the level of high tide at London Bridge has increased steadily and is set to continue increasing.

Though it's made London safer, to us it's still a major risk.



We've always looked upon the Thames barrier as something of a liability. Not that we doubt its effectiveness, you understand. The fact is, it's one of the more important

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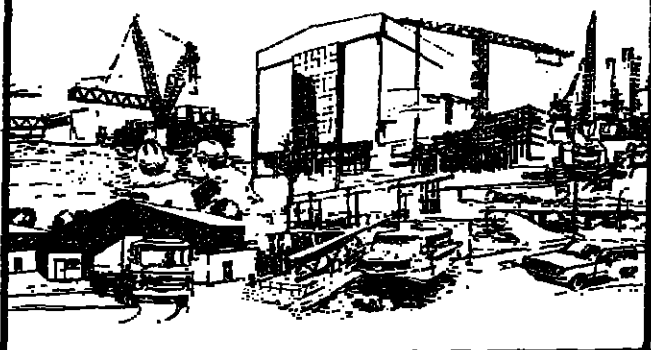


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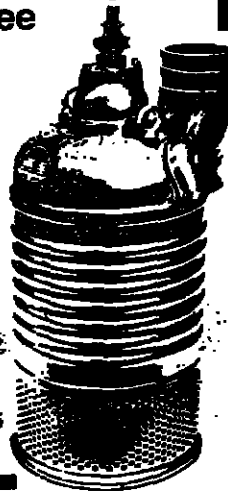
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THAMES BARRIER IV

Lynton McLain tells how the final design was selected

Model of robust simplicity

ELEGANCE and robust simplicity are some of the words used by visiting engineers when they describe the design of the Thames Barrier.

It has also been called an "heroic" achievement, the "eighth wonder of the modern world," descriptions reviving thoughts of the scale of projects which made Britain's name as engineer to the world in times past.

The Barrier is for the present and certainly will continue to rank as a showcase of British (and Dutch) civil and mechanical engineering skills into the foreseeable future, especially so on the crucial day when its design is tested to the full in the teeth of a North Sea surge-side funneling down the Thames Estuary.

The immediate impression the visitor gets is of a series of crinkled stainless steel straddling the Thames like a clutch of miniature Sydney Opera Houses.

They almost demand to be "elegant," but Mr Ray Horner, the "father" of the Thames Barrier, has likened them to a series of "trussed chickens, covered in kitchen foil." Such is his good-humoured affection for the project which he admits had taken a third of his working life. Mr Horner, now retired, was the chief officer at the Greater London Council's department of public health engineering who organised the original feasibility studies into a barrier and eventually let the contracts for the work to begin at Woolwich.

Ingenious

Beneath the shimmering reflections of the stainless steel covers lies an ingenious technical solution to the problem of countering the mathematical certainty of an eventual catastrophic flood in London. The solution chosen for the design of the barrier, the "rising sector gate" design, is unique.

It is simple in concept if not in execution. A barrier, or gate, is made to lie in a curved concrete sill on the river bed when there is no flood danger. The gate is attached to two circular "arms" at right angles to the long gate, flat one side, curved the other. When a flood is imminent the circular arms are made to rotate by hydraulic rams hidden under the stainless steel covers. The gates rise slowly in an arc from the river bed-sills through 90 degrees to hold up an imposing total of 15,480 tonnes of steel against the surge tide.

This idea for the design of the barrier came from the lateral thinking of Mr R. C. Draper, an engineer with Rendel Palmer and Tritton, the consulting engineers on the project to protect London from floods. He saw how an ordinary domestic gas tap opened and closed and in a concept sketch to his senior colleagues dated October 7 1968 he noted modestly: "I think this could have possibilities."

It has had more than possibilities, for the barrier exists because of this concept, although many more people in addition to Mr Draper were involved in the detailed design. The patents for the design are held by Mr Draper, Rendel Palmer and Tritton and Sir Bruce White Wolfe Barry and Partners, consulting engineers who worked together on the barrier design, on the instructions of the GLC, after they had each submitted a range of contracting schemes.

Before this stage Government - appointed committee under Viscount Waverley proposed in 1954, a year after the fatal East Coast floods, that a physical flood barrier should be built across the Thames at Long Reach, Dartford.



The stainless covers to the machinery—humorously described by Mr Robert Horner—"father" of the project—as looking like "trussed chickens, covered in kitchen foil."

Rendel Palmer and Tritton and Sir Bruce White Wolfe Barry and Partners were then appointed to suggest jointly how the physical barrier should be built and what the feasible technical options were. This joint approach did not always work smoothly. Eventually the two consulting engineers submitted separate reports.

The problem, as defined in those early days of the project, was to build a barrier with two main openings, 500 ft across, for shipping access and two minor openings, 250 ft across, straddling the river at a point where it was 2,000 ft wide. The Rendel team favoured a drop-gate design, a large 200 ft over the river. Each of the gates attached horizontally to a girder structure would have been lowered from massive towers in mid-stream, to the river. The gates would then have been moved through a right-angle to stop flood tide.

The team from Sir Bruce White Wolfe Barry and Partners favoured a swing barrier design, where the barriers were at all times in the river, parallel to the flow at times of no risk, and moved through right-angle to block the flow when flood danger was imminent. The design was later thought to present a serious navigation

Dropped

A further novel design called for a horizontal retractable barrier. Two enormous 700 feet girder-like structures, one on each river bank, were to be rolled out into mid-stream on a specially prepared track on the river bed. At 7,000 tonnes apiece the structures were conceived on a massive scale. But this, like the other initial ideas, was dropped.

By 1970, two years after the Government had asked the Greater London Council to study the problem under an exercise funded 50 per cent by the Government. It was agreed that the "right answer" was a drop gate design erected at Woolwich Reach, upstream from Dartford.

The "drop-gate" design was thought to be the most suit-

able to include a 450 feet opening in the centre of the river, considered essential for ease of navigation.

The Port of London Authority stood firm on the need for a wide navigation channel, but the GLC, aware that the Surrey Docks had already closed and caused a drop in river traffic, pressed for four openings each of 81 metres (about 180 feet). The GLC was sure that the West India Docks would soon also be closed.

The GLC favoured more and smaller openings because of the inherent advantage this gave in protecting the capital in the event of one large single gate failing.

The joint team of consulting engineers was again involved to advise the GLC investigation. This was the moment Rendel Palmer and Tritton, through Mr Draper, had the idea of a "rising gate" design.

The design has been likened to a beer barrel with most of its staves removed, leaving two circular end-pieces and a relatively narrow flat length—the gate stretching between the two discs.

The GLC was immediately attracted to the design. It had the virtues of offering a "simple, robust structure, with good maintenance, high strength and multiple openings," Mr Horner said. The London boroughs affected by the proposed barrier also liked the design, especially Greenwich, which had vigorously opposed the earlier drop gate design with their inevitably massive towers. These would have dwarfed the historic naval buildings at Greenwich.

The idea of the rising sector gate design "gelled" at the GLC and council officers were able to get on with the detailed design work early in 1971 which led up to the Act of Parliament, the Thames Barrier and Flood Prevention Act 1972, which gave the council powers to build a physical barrier over the Thames at Woolwich based on the rising sector gate design. The Act also ensured Government aid for the project.



Pier construction at various stages across the river reach.

Final labour agreement cut years off timetable

BIG CONSTRUCTION projects and industrial relations problems are apparently indivisible and concern over the likely effect of disputes was displayed from the earliest days of the Thames Barrier scheme.

Every tender received for the main civil engineering contract contained conditions which demonstrated that no contractor was prepared to accept without restriction any responsibility for the consequences of industrial disputes. The contract eventually reached with Bevo Maatschappij (CRT) consortium limited its responsibility for disputes to 21 days full stoppage of the site because of strikes in each of the first two years, with the cost of any further losses to be treated as an additional item.

Mobilisation of the workforce and plant at the site took the best part of six months and construction activity began in earnest early in 1975.

Hindsight

In the early stages of the contract the timetable slipped back seriously because of a mixture of direct industrial relations problems, difficult physical working conditions and the time taken in training workers who (in many cases) had no previous experience of a heavy marine project. Engineers associated with the operation discovered with hindsight that an initial decision to organise the workforce on two 12-hour shifts, rather than three turns of eight hours, also depressed productivity.

In 1977 it was decided to move to a system of three shifts

of eight hours. This gave rise to the longest of the disputes which hampered the progress of the project. Although some union leaders supported the move, which was accompanied by proposals for a substantial increase in the labour force, it was rejected by the workers on the site and a two-month strike brought work to a halt. This eventually ended when an arbitration award supported the proposed three-shift arrangements.

During the later stages of the contract CRT accepted full responsibility for the consequences of industrial disputes and a completion date bonus arrangement was written into the company's contract with the Greater London Council.

To benefit from this arrangement the consortium had to avoid any repetition of the industrial relations problems which had characterised the earlier stages of the project. Productivity had begun improving after the move to a three-shift system, and a period of industrial relations harmony which contrasts with the earlier difficulties was cemented by what became known as the Green Book agreement.

This General Conditions of Employment agreement, issued to all employees in a green-covered booklet which gave it its name, was reached between the company and union leaders in March 1978. It has been estimated that it saved anything between one and two years in completing the barrier.

The agreement set out a target timetable aimed at making the barrier operational by the end of 1982, accompanied by

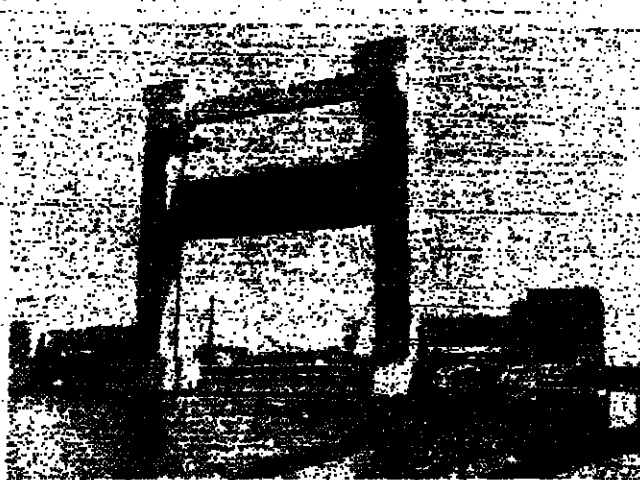
procedures for maintaining good industrial relations and avoiding restrictive practices. Most important, it also offered incentive payment arrangements tied to key dates in the development of various stages of the project.

Incentive

Incentive payments took the form of lump sums of £500. At each of the seven payment stages between July 1979 and August 1982, part of the workforce—1,400-strong when the scheme was introduced in 1978—became redundant as the barrier neared completion.

Strict efforts were made to enforce an effective safety policy during the construction of the barrier. For a project of its nature the safety record on the barrier is considered good but there were, none the less, two fatal accidents during the civil engineering work.

Alan Pike



The Barking Creek Barrier—part of the downstream defences—with its central gate for lowering to close the main navigation channel to the creek.

Essential works downstream

THE BARRIER is the undisputed centrepiece of the capital's new flood defence systems. But without £230m of work downstream of the barrier the expensive rising sector gates and flood warning systems of the main barrier would fail to stop the flooding of considerable areas of east and south London.

The raising and strengthening of river walls and embankments is the traditional approach to flood defences. London has been no exception, in 1872 the Thames Flood Act allowed the building of river bank defences along stretches of the river. After the flood of 1928 the banks were raised again, between 1930 and 1935.

This was the last major wall raising until 1971, when banks were raised by an average of 18 inches from Putney in the west to Erith in the east, with 50 miles of bank raised. This improved the level of protection against overtopping from a risk factor of one in ten to one in 50 in any one year. The work cost £4m and was aided by the Government at a rate of 65 per cent.

This relatively straight forward wall raising has the advantage of producing a permanent and easy to maintain flood defence. The disadvantage of wall raising, when used as the only solution to river flood defence, is that aesthetic and technical problems are created.

So it was in London. Prolonged and intensive research by the Greater London Council showed, in the early stages of planning for the Thames Barrier, that the traditional approach of bank raising had its limits.

Long-term protection to London through further raising of the river walls and embankments without a cross-river barrier could raise protection only if the walls were raised some six or seven feet (1.8 to 2.1 metres).

This environmentally insensitive scheme was ruled out because higher walls would destroy the attraction and character of the river, the GLC said.

Ever-higher river walls would have shut out the views of the

Thames and would have marred the beauty of London's riverside for tourists who use the river to explore London.

Further bank raising was also ruled out on technical grounds. The two metres (approximately six feet) river bank raising called for to protect London from the risk of flooding once every 1,000 years, probably represented the maximum practical increase in the height of earthen river banks on the weak foundations of materials along the river estuary.

These factors made it almost inevitable that the GLC would decide on a movable barrier, to be built in parallel with a co-ordinated programme of downstream bank strengthening with bank raising where necessary and smaller barriers to block-off creeks and river outlets throughout the area of risk.

Contribution

Flood defences downstream of the Barrier to the mouth of the estuary have been carried out by the Thames, Anglian and Southern Water Authorities. The GLC made a contribution of £20m towards the work, including 12.5 miles of GLC-funded flood defence work.

One of the most spectacular smaller barriers downstream is the Barking Creek Barrier, a massive £15m drop-gate design built for the Thames Water Authority. The gate was formally inaugurated by Mr Peter Walker, Minister of Agriculture, Fisheries and Food, in October.

Thames Water was responsible for just over 25 miles of tidal defences on the north bank from Barking to Thurrock, built for £20m and aided, like the work of the other water authorities, to the extent of 85 per cent of total cost by the Ministry of Agriculture, Fisheries and Food.

The Barking Creek Barrier comprises a large central 300 tonne gate suspended from two 180 feet high concrete towers, with three smaller tidal gates. The consulting engineers for the Barking Creek Barrier were Binnie and Partners.

Lynton McLain

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THE ARTS

Student opera in the U.S.

Two university productions merit international review for different reasons: a *Rake's Progress* at the University of Michigan, Ann Arbor, because it marked the operatic debut of the movie director Robert Altman (maker of *M*A*S*H*, etc.), and a *Falstaff* at Oberlin College, Ohio, because it contained music unheard since the first performances of Verdi's opera at La Scala in 1893.

The *Rake*—music by Stravinsky, words by Auden and Kallman, new scenario and script by Altman—need not detain us long. Altman had brought in his movie and Broadway collaborators to light and design. It was the most lavish and spectacular *Rake* I have seen.

The set, representing "the Bedlam of Hell," was a vast construction of scaffolding, ladders, ledges, and lofts, peopled by a cast of 190 (the University Choir and University Dance Company combined). Here Nick Shadow was reigning prince, a huge cauldron steamed (Baba was boiled in it), and madmen reeled and writhed incessantly. Anne crisply committed Tom there at the start and then disappeared until the end, a "dream Anne," one of the madwomen, played her role during the opera proper.

Was it flashback or nightmare? Nothing made much sense, since it was both the music and the text. The brothel scene was a lewd, childish flashing at the audience of enlarged tits, bottoms, and other private parts, and simulated copulation in various positions. It closed with a realistic guillotine sequence for "cut off her head."

At the auction, Sellem sold off stewed hunk of Baba; her music was sung by a disembodied live head. It was carefully rehearsed and rather brilliantly executed: a big-scale, alert, enthusiastic, expensive,

untruthful, meretricious presentation of a masterpiece. The choral singing was first rate; the soloists were nothing much. Gustav Meier, one of America's most distinguished opera conductors, gave a poised account of the score.

This *Rake* coincided with the annual meeting of the American Musicological Society—at which two long sessions were devoted to Stravinsky—and was greeted with merited indignation and contempt. As another AMS event, Emma Kirkby and Anthony Rooley presented an evening of 16th and 17th-century English song: one of the

Andrew Porter reviews two American campus productions of unusual interest.

liveliest and most exquisitely accompanied recitals I have ever enjoyed.

As is well known, Verdi grew dissatisfied with and re-composed two passages of *Falstaff* after the first night and after a vocal score had already been published. One was a 16-bar lyric outpouring from Nannetta and Fenton, behind the screen (with patter around the basket and from Ford's musters). In the second finale, the other the close of Act 2 Scene 1. The pages were torn from the autograph; the printed scores were altered. More than one commentator has regretted the loss of the first episode, a so-called harmonically adventurous aria of great beauty. Verdi removed it because he feared the finale had become "too much of a concerto," and replaced it with six bars of rather neutral C-major music ("Tutto delira"). Oberlin restored it in orchestration by James Hepokoski (who teaches there, and is the

author of the new Cambridge Opera Handbook on *Falstaff*). Having now heard this radiant passage in context, I never want to lose it again. The composer was wrong to think that it projected his finale unduly. Not all his second thoughts were undoubtedly improvements, though it is good to be able to hear both versions in the theatre. I prefer the familiar Act III Overture finale to the abridged version that the English National has adventurously brought to the stage.)

The other passage is an improvement. Originally, Verdi ended the scene—the offstage voices calling, the Ford-Cajus dialogue overheard by Quickly—to a reprise in fragments of Alice's mazurka ("Fandone!"). But then he refashioned the mazurka fragments in 4/4 and spun his little "masquerade" motif through them, producing the magical end we know in his own words, "a better effect, more fitting, and more musical." And so it is. Future conductors should follow the revision here; but in the Act 2 finale, I think, preserve his first thoughts.

May I without impropriety first "declare an interest" in the production—since it was transcribed by the producer, Judith Layng—and then record that it delighted me? To hear *Falstaff* in a small theatre (a 500-seater) is a sensitive straightforward production, sung by an accomplished young cast, and conducted with great delicacy by Robert Baustian (formerly at Wiesbaden), afforded the keenest possible delight. One heard every detail of the score with a sharpness often lost in big-house presentations. Mark Molinaro—the Falstaff, and Katherine Harris, the Alice, graduating students, are two singers who should certainly be hearing more of.



Fred Pearson and Gemma Jones

Clay/The Pit

Michael Coveney

After chronicling a farm labourers' uprising in 1930 in *Captain Swing* and the lives of women left behind by the Second World War in *The Acorn*, Michael Coveney's new play, *The Pit*, is a small-scale discovery since the inauguration of a small house policy, has come up to date.

The irony is that this strange and delicate new piece has an old-fashioned ring about it. Two couples, who grew up together as teenagers, are reunited in a Staffordshire farm house after an 11 year gap. Pat and Win have brought up their children

in Hamburg. Bert and Micky have stayed close to their roots. Micky's Mum potters on and off from her bedroom; her son, Jimmy, is hest by apocalyptic nightmares. It is all a bit like Alan Ayckbourn down on Cold Comfort Farm.

The boy larks while test pilots zoom dangerously close to the roof. He has buried his clay models out on the moor to protect them from the impending catastrophe. At first Gemma Jones's Win is an eager chatterbox, but left alone with Bert, she calls mysteriously for his shoe and runs her face up and down it. The performance

bursts open at this point. Miss Jones's carapace of small talk shot through with mysterious longings.

This is one of four excellent performances. The others, under Bill Alexander's meticulous direction, are by Jane Dale, Fred Pearson and Jim Broadbent. Sylvia Coleridge is splendidly funny and weird as the mother, John McAndrew oddly withdrawn as the boy. The writing lurches occasionally towards the banal but some fine sequences retain interest in an evening that would benefit, nonetheless, from a touch of pruning.

Hungarotones/Record Review

Dominic Gill

Wagner: Piano transcriptions by Liszt and Kocsis. Zoltan Kocsis. Hungaroton SLPD 12494 (also on Philips 9500970).

Chopin: 24 preludes. Dezső Ránki. Hungaroton SLPX 12518.

Bartók: Piano concertos Nos. 1 and 2. Budapest SO/Lehel, Zoltan Kocsis. Hungaroton SLPX 11516.

Schubert: String quartets in B flat D112 and B flat D67. The Budapest Symphony Orchestra under György Lehel. Hungaroton SLPX 12390.

The Hungaroton label of Hungary's state record company is well enough known in this country—and hardly an unfamiliar sight in most large record shops. The technical quality of the discs compares favourably with the best of western pressings; the price (normally £4.99) is in the medium range. But the list is also larger and wider-ranging than many realise: production delays sometimes cause gaps in distribution; not all of the list is always exported; information can be difficult to come by (which means late reviews and listings, or none at all).

A large number of new releases are nonetheless regularly available here and especially when they feature one or other of the remarkably young generation of Hungarian ensembles and artists, are well worth looking out for. The records mentioned in this review are chosen from a selection which I picked up on a recent visit to Budapest: all of them should be obtainable to order within four or five days from most record shops.

What is most noticeable about the official attitudes to the arts in France is a difference in mood. French theatre workers in particular are living through the honeymoon of a new socialism, and the sense of antagonism which prevails here between patron and client is signally absent.

arranged four excerpts in all, but only three and two short excerpts respectively from *Tannhäuser* and *Der Fliegende Holländer*. From *Die Meistersinger*, Tristan, Rienzi and *Parsifal* he chose just one representative section each; and was inspired to produce only a single paraphrase from the Ring, "Walhall," and that quite brief, using material from *Das Rheingold*.

For his Wagner-transcription recital Kocsis chooses one of the four *Lohengrin* sections. Elsa's bridal procession from the fourth scene of Act 2—elaborately re-conceived in keyboard terms, but none the less scrupulously faithful to the original score. The Prelude to *Tristan* Kocsis gives in his own arrangement, very grand and spare, in the best Liszt tradition; but the "Liebestod" Liszt's one of his best known transformations, a brilliant *trompe l'oeille* which summons, with only two hands, the whole range of Wagner's orchestral palette with extraordinary veracity. There is included also the *Meistersinger* prelude, and the *Festive March* from *Parsifal* (which perhaps most effectively of all, many-layered and darkly sonorous. The performances, and the digital recording, are both excellent; highly recommended.

The last perhaps most effective of all, many-layered and darkly sonorous. The performances, and the digital recording, are both excellent; highly recommended. The version may be easier to find in the shops).

Dezső Ránki's new recording of the Chopin Preludes (together with the C sharp minor Prelude op.45 and the posthumously discovered A flat Prelude of 1834) is a most distinguished addition to the list, and worthy of a place beside my own favourite versions of the Preludes currently available—which are, in no particular order, by Pollini and Argerich on DG, Alicia de Larrocha on Philips, and Perahia on CBS. Ránki's Preludes are uncommonly clear and uncluttered, artfully simple (which is to say, of the highest sophistication) in shape and gesture,

and especially cunning in their pedalling. The simplicity is often deceptive: such perfect weighting of chords, for example, in the C minor largo No. 20, is just as difficult to achieve, and just as striking, as any prestissimo articulation. The recorded sound is warm without plummy, clean and clear.

Although it is more than 10 years old, and by now almost a collector's item, I include the Hungaroton disc of the first and second Bartók piano concertos, made by Kocsis when he was still in his teens with the Budapest Symphony Orchestra under György Lehel, because it is still in the catalogue and should be more widely known. The recording quality carries its age well, and is no bar to appreciation of the performance, which are both of electrifying presence. No. 2 in particular, driven with steel-tipped clarity, is a masterpiece. Hungaroton's complete Bartók Edition has been by and large one of the finest quality.

The performers of Hungaroton's latest string quartet recording are the Takacs Quartet, which started life in 1975 while its members were still second-year students together at the Liszt Academy in Budapest—who are probably the most talented of all the many remarkable ensembles to have emerged from Hungary in recent years. They give performances of two quartets from either end of Schubert's "first" quartet period from 1812-16 with wonderful concentration and intensity. It is refreshing especially (and rather than it ought to be) to hear a string ensemble that is not a blend merely, but a live and vibrant balance of parts. For all that the four voices are so evenly matched, each accent is so individual and distinct that one is forced, again and again, to the unaccustomed task of re-contrapuntal listening. Their disc may not appear here for a few months but it will be worth waiting for.

Tokyo Quartet/Elizabeth Hall

Max Loppert

Since I last encountered it, the Tokyo Quartet has adopted a new first violinist, Peter Oundjian. The change of personnel seems, however, to have effected not the slightest alteration of identity upon the group, nor in any way disturbed what has long been reckoned its outstanding characteristic—the ability to play with an almost unblemished (and, in my experience, indeed, almost unparalleled) homogeneity of tone and ensemble. Tokyo Quartet performances sound at times as though one perfectly focussed instrument is being played in four ideally balanced parts; they bear witness to four minds, and four pairs of hands, trained to an extraordinary degree of executive concord.

On the simplest level of response, this affords music-making in terms of the physical enjoyment of quartet sonority is an uninterrupted pleasure. On the higher level of interpretive insight, Tuesday's Tokyo concert was, as others in the past have been, an odd and unsettling experience. Mozart and Schubert quartets—Viennese Classical works (which, surely, *Death and the Maiden* can allowed essentially to be)—made up two-thirds of the programme; and it could be argued that rather than four homogeneous strands, Classical

music requires four independent voices, four distinctly characterful and colourful sources of vibrant life, in waken to fullest vitality its exchange of ideas. Certainly, in the opening Mozart B flat work, K.458 (*The Hunt*), one soon began to hunger for a trace of arioso, or a hint of a smile, or an individual accent, to interrupt the flow of immaculately polished tone. *Death and the Maiden*, by any standard a reading beautifully and energetically turned, true and secure even where most groups turn scratchily, seemed like a wax model of itself, not like a living, breathing musical organism.

In the centrepiece of the recital, the Beethoven Opus 3 Quartet, the impression changed radically. Far from being dulled by the unanimity of the playing, Beethoven's impassioned, rapturous, densely patterned musical unfolding was heightened by its purity. And it was playing of quite magical purity: a dramatic impulse in the shape of every phrase. The excellence of the performance was here not just technical; it emerged directly from the identification of technique with musical substance.



New home for Ducking Out

Warren Mitchell in *Ducking Out* which opens at the Duke of York's Theatre tonight, after a successful run at Greenwich. The production was well received by Michael Coveney writing on this page on November 10. *Ducking Out* is a day, Monday.

farceful comedy by Eduardo de Filippo which has been adapted by Mike Stott, with the action taking place in a Lancashire housing estate at Christmas rather than in Naples, the setting for most of Filippo's plays. It is a Saturday, Sunday, Monday.

Saleroom

Antony Thorncroft

A set of four paintings of the Seasons on one panel by David Teniers the Younger sold for £26,400 at Sotheby's in an Old Master sale which totalled £281,710 with 21.4 per cent bought in. A painting of birds by Jacob Bogdan sold £20,900. In the English literature sale

the working prompt book of *Arms and the Man*, with Shaw's autograph revisions, sold for £9,350 to Fleming, the New York dealer, and Edgar Wallace's original manuscript of *King Kong* realised £8,580. The photograph albums of Virginia and Leonard Woolf fetched £7,700.

Arts Guide

Exhibitions

WEST GERMANY
Frankfurt, Städtisches Kunstinstitut, 81 Scheumanki: Harvard University has loaned its collection of 19th-century German art from its Busch-Reisinger Museum, chiefly works from the 1820s and 30s. Ends Jan 10.

Berlin, Martin-Gropius-Bau, 110 Strasse: International team in contemporary art are represented through about 50 artists. Their 250 paintings, sculptures and environments highlight the feeling, the consciousness and subconscious tendencies at the beginning of the 1980s. Ends Jan 16.

Cologne, Kunstverein: Josef Haubrich Hof: Sculpture, pictures, environments and photographs by 16 young prize-winners at recent contests staged by private sponsors of the arts. Ends Jan 9.

Hamburg, Kunsthalle: 1 Glockengasse: More than 200 works by 13 contemporary East German artists offer a comprehensive survey of today's artistic scene in the other Germany. Ends Jan 9.

Düsseldorf, Lehmbruck Museum, 512 Düsseldorf: In response to the German Lehmbruck show in Moscow, the Dusseldorf Museum is exhibiting roughly 400 works by Alexander Rodchenko and Varvara Stepanova, the Russian constructiv-

ists. It is the first comprehensive retrospective by these artists among the most important artistic figures of the 1920s and 1930s. Most of the paintings are on loan from Soviet Museums and the Moscow collection of the Rodchenko family. Ends Jan 9.

Munich, Haus der Kunst, 1 Prinzregentenstrasse: Oil paintings and drawings from between 1912 and 1936 by Giorgio de Chirico, the Italian artist. Ends Jan 30.

Baden-Baden, Kunsthalle: Yves Tanguy: The American-French surrealist painter's first show in Europe contains 140 paintings and drawings. Ends Jan 8.

NEW YORK
Metropolitan Museum of Art: The Search For Alexander arrives at its final destination before being turned to Greece with its display of 180 works of Greek art from the 4th to the 2nd centuries B.C. Ends Jan 3. (535-7100)

Guggenheim Museum: Selections from Peggy Guggenheim's Venice collection will be displayed for the first time in New York, including works by Braque, Chagall, de Chirico, Picasso, Mondrian and Duchamp. Ends March 13. A retrospective of Yves Klein includes 100 paintings and sculptures and personal letters and photos. Ends Jan 9. (860-1300)

Music/Monday, Opera and Ballet/Tuesday, Theatre/Wednesday, Exhibitions/Thursday, A selective guide to all the Arts appears each Friday.

PIERPOINT MORGAN LIBRARY: French

Painting in 18th-century France will trace the historical development of manuscript illumination with examples from the library's collection as well as from other American collections. Ends Jan 30. Autograph music manuscripts and letters from Franz Joseph Haydn and Igor Stravinsky are also on display. Ends Jan 30. (685-0610)

WASHINGTON
Hirshhorn Museum: Sculpture, paintings, and drawings by David Smith make up the most comprehensive survey of his prolific work. Ends Jan 2. (537-2700)

CHICAGO
Museum of Contemporary Art: The first American retrospective of Polish sculptor Magdalena Abakanowicz features her fibre installations. Ends Jan 2. (280-2680)

LONDON
National Portrait Gallery: The Imperial Tobacco Portrait Award is one of the most imaginative examples of sponsorship of the visual arts in recent years. The prize is £5,000, with a further £1,000 for a commissioned portrait of the winner, for a recent portrait by any painter under 40. This year the winner is Humphrey Ocean, a somewhat defunct pop music, specifically to Jan Dury artist. His winning painting, and those of another 51 finalists make up the exhibition. Ends Jan 23.

VIENNA

Kunsthistorisches Museum: Stones of the Pharaohs: An exhibition of works of art starting from pre-historic days, using a wide variety of materials from precious and semi-precious stones to various types of stone, 1000 varieties of stone from 4000 years ago. Samples of rock are displayed alongside the statue or similar work of art. Ends Jan 23.

Kunsthistorisches Museum: "Gods, Spirits and Offerings"—works of art from the Lindensmuseum in Stuttgart. Historisches Museum: Oskar Kuschka: the early years. Ends Jan 30.

ITALY
Rome, Campidoglio: Art Treasures from the Kremlin. Ends Jan 1. Rome, Campidoglio: An exhibition of 12 paintings and six drawings by Andy Warhol inspired by de Chirico. Ends Jan 31.

Rome, Museo del Risorgimento, Piazza Venezia: Garibaldi: Art and history. Ends Dec 31.

Milan, Museo di Milano, Via Sant Andrea 6: Jewellery and an ivory doll found in 1893 in the tomb of a Roman girl who lived in the second century A.D. The 23cm high doll is the world's oldest doll. Ends Dec 31. Milan, Castello Sforzesco: Engravings from the Leonardo and Bramante Schools. Ends Jan 31. Milan, Galleria Elie, via della Spiga 2: Romantic Italy as seen in 19th century English water-colours. Ends Dec 22.

VENICE, Palazzo Fortuny: Dolls, toys

and automata with about 100 items from 1830 to 1930. Florence, Palazzo Vecchio: Methods and techniques of restoration including the restored Primavera by Botticelli. Ends Jan 6.

Florence, Uffizi Gallery: Renaissance drawings from Perugia to Raffaele, 15th Century Self Portraits. Both end Dec 31.

BRUSSELS
Société Generale de Banque: Blueprints, drawings, photographs and maquettes illustrating how successive "planners" modernised, expanded and ruined the city.

PARIS
Jean-Baptiste Oudry (1688-1755): The Grand Bank is presenting a retrospective of an artist too long considered only as painter of royal hunting scenes and portraits of the king's dogs. It shows the surprising variety of his landscapes, the mastery of his drawings and the originality of his designs for Gobelin tapestries. Grand Palais, Ends Jan 3, closed Tue (261-5410).

From Carthage to Kaloussa, 2000 years of art and history in Tunisia. Magnificent mosaics and a vast model of the Kairouan Mosque trace the succeeding Phoenician, Roman and Islamic influences on art in Tunisia. Petit Palais, Closed Mon, Ends Feb 27.

F.T. CROSSWORD

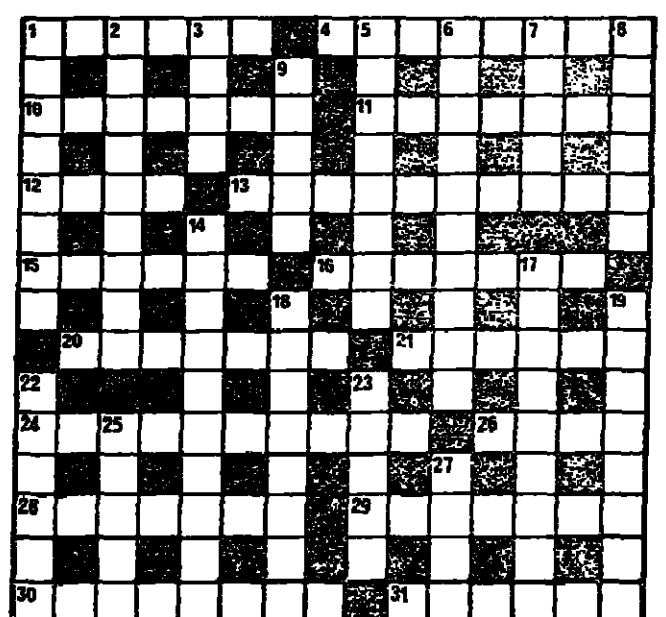
PUZZLE No. 5,052

ACROSS

- 1 Pub has earlier coming back (6)
- 4 Girl meets group at the dance (8)
- 10 Declaimed building I'd erect (7)
- 11 Give cases of refuse (7)
- 12 According to Chesterton, where to dine (4)
- 13 Having a direct object passing over (10)
- 15 A place to meet such as Shaftesbury (6)
- 16 Corsican say I leave and defame (7)
- 20 Fleet Street worker may impress the Queen (7)
- 21 Flier seen in summer line-storm (6)
- 24 Royalty at shopping centre in Devon (10)
- 26 Bet mount returns (4)
- 28 Woman doctor goes to ancient city to charm (7)
- 29 Emporiums accept I make up yards (7)
- 30 Think rest upset judge (8)
- 31 A race finish to be present at (6)

DOWN

- 1 Witty remark I am able to follow at Tube station (8)
- 2 He is never short of 20 (9)
- 3 Have a voice in local Tory party (4)
- 5 Ring lady perhaps at college (8)
- 6 One licensed to sell lost material (10)
- 7 Excuse a beginner having one double (5)
- 8 — than did ever plumb-



met sound (The Tempest) 27 Wrong to right extremes (4) (6)

9 These days, nothing about to worship (15)

14 Given to fighting being 19 maybe (10)

17 Possibly first garden with neat line of foot-brier (9)

18 Not a tear if you live like this (4-4)

19 Furious at change of scene in state (8)

22 Led looking middle-aged? (6)

23 Leading soldiers want to be smart (5)

25 One sorcerer becoming an idol (5)

Solution to Puzzle No. 5,051

ACROSS
1. PUB
4. GIRL
10. BUILDING
11. CASES
12. CHESTERTON
13. PASSING
15. SHAFTESBURY
16. CORSIK
20. QUEEN
21. FLYER
24. DEVON
26. BET
28. CHARM
29. EMPORIUMS
30. JUDGE
31. FINISH

DOWN

1. WITTY
2. NEVER
3. VOICE
5. LADY
6. ONE
7. EXCUSE
8. THAN

FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4A 4BY
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Thursday December 16 1982

Competition in air transport

FOR SEVERAL years past, the British Government has been in the vanguard of the drive for a greater liberalisation of air transport throughout Western Europe, and especially for some reductions in air fares. It has been an uphill struggle, in the face of entrenched reluctance from many West European governments, both inside and outside the EEC, to accept either the small diminution of their air transport sovereignty that such a liberalisation would involve, or even token reductions in air fares.

The list of British moves in this field includes the long battle by British Airways to get the two-class Club/Tourist concept of air travel widely accepted and its efforts to introduce Shuttle flights to Continental cities, British Caledonian's "mini-prices" fares to a wide range of European destinations, and the bid to win European acceptance for the principle of offering a few scheduled passenger seats on holiday charter flights to destinations not directly served by scheduled services from the UK.

There have been studies and reports galore on the need for liberalisation and cheaper fares, but only a little progress has been made. Some independent airlines have won rights to European destinations, against fierce Continental objections. But there are as yet no shuttles to the Continent, and the principle of cheap scheduled seats on holiday charter flights is not yet accepted on the other side of the Channel.

Even efforts by the European Commission to bring European air transport under the aegis of the Treaty of Rome, so that the rules governing competition can be implemented, have been vigorously resisted by governments which fear the end of their right to total control over their airspace and what can fly through it.

Efforts

It is against this background that Mr Iain Sproat, the British Minister responsible for civil aviation, meets in Brussels today with other EEC transport ministers to make further efforts to win some liberalisation of the air transport rules in Europe. His immediate desire is modest—to get greater freedom for the smaller UK airlines to fly short-haul regional air services between the UK and the Continent and for others to fly similarly between Continental

While there are all sorts of technical reasons why full-scale deregulation on the American pattern is not feasible, at least in the immediate future, there is everything to be said for breaking down some of the barriers and creating the scope for new sources of competition. Today's meeting of transport ministers is an opportunity for putting the sentiments expressed at Copenhagen into practice.

Loans for small business

IMPORTANT decisions must be taken in the next few months on the future of the Loan Guarantee Scheme, one of the British Government's most radical measures yet to assist small businesses.

Ministers now look certain to allocate more money—either on the present "pilot" basis or on a more permanent footing—when the £300m currently set aside for the measure runs out early next year. It is right to extend the scheme, not only because its popularity has exceeded expectations but because there is now enough evidence to suggest that it fills an important gap. At the same time, some of the conditions should be changed to give taxpayers better value for money.

Sound plans

The scheme was launched just over 18 months ago and is similar in many respects to initiatives in other industrialised countries such as the U.S., Holland and Japan. The idea has been to encourage small firms to lend more money to small firms which have a sound business plan but which for some reason cannot meet the traditional requirements to gain support. The lack of adequate personal security or the absence of an appropriate track record have been known to frustrate many a promising venture.

Under the scheme the Government guarantees 80 per cent of the amount borrowed up to a maximum of £75,000—on a return for a 3 per cent premium on the guaranteed portion.

With the 30 or so participating institutions—which include the big four banks and the Industrial and Commercial Finance Corporation—only carrying 30 per cent of the risk, the hope was that they would prove more adventurous in backing small businesses.

One of the more encouraging results of what has happened so far, however, is the way many of these bankers have enthusiastically taken up the challenge. Rather than treating loan applications as simple credit assessments—where the security of things was wrong?—branch managers have had to put more emphasis on analysing projected cash flows and other forecasting tools. They have had to broaden their concept of risk and this has been salutary.

Demand for the scheme has been far greater than anticipated. The Department of Industry suggests that between 60 and 80 per cent of the 7,000 companies receiving the money would not have got the money otherwise.

About half the 7,000 were businesses, about half are manufacturers and all of them are creating jobs—though the Department is reluctant to estimate just how many. National Westminster reckons that new businesses which it has backed under the scheme are employing over 6,000 people.

In spite of these successes, the scheme and the way it has been operated have inevitably attracted criticism. It is apparent, for example, that the money is not always being used in the way which was originally intended. The Government recently commissioned an outside firm of accountants to examine the first 50 businesses which failed to receive loans and it was clear from the conclusions that some of the individuals involved had shown little personal commitment to their projects. A key feature of the scheme is, of course, that personal assets need not be pledged as security; but it is surely wrong that people with substantial personal resources should not be required at least to put some of them at risk.

Commendable

The biggest official worry is the level of failures. Initially it was hoped that income from premiums would be sufficient to cover claims paid out on loans which went wrong. The latest figures—which admittedly are distorted by the timing of payments—show that there is now no chance of the scheme financing itself this year.

Subsidies may be unacceptable to the present government, but compared with many industrial aid schemes this one has much to commend it. It does, of course, run the risk of encouraging small companies to increase their borrowings to an excessive level, when new equity finance might be more appropriate. In this context the Government needs to complement the review of Loan Guarantee Scheme with a study of how a greater use of the Business Start-up Scheme could be encouraged.

NEARLY 500,000 people are expected to take to the streets of Buenos Aires today to demonstrate against Argentina's ruling military junta.

It is likely to be the country's biggest public protest in a decade and will present a stark contrast with the crowds who thronged the streets of the capital last April and May to support the Government's ill-fated invasion of the Falkland Islands.

Six months after the Falklands defeat, the Government of President Renaldo Bignone is facing such strong popular opposition that it is a small miracle that it is still on its feet.

The satirical magazine, *Humor*, summed up the situation succinctly this week with a cartoon showing the junta members shrouded in bandages from head to toe and barely able to support each other.

Yet it is against this unpromising backdrop that Argentina has to resolve three extremely delicate and inter-related issues: a return to civilian rule, a resolution of its international debt problem and the revival of the economy.

The military, which seized power from the Government of President Estela "Isabelita" Peron in 1976, amid chronic economic difficulties and bitter fighting between left and right wing guerrilla organisations, has pledged to restore civilian rule.

President Bignone recently announced that he was bringing forward the projected date for presidential elections to the last quarter of 1983, but many local commentators believe that the junta could bow out before July and that President Bignone himself could have gone well before then.

However, few Argentines are prepared to guess the manner—or the consequences—of their going.

Opposition to the Government in the past few weeks has ranged from middle-class housewives, banging empty pots, to a large group of Falkland war veterans who called senior generals "sons of bitches" and staged an unprecedented sit-in during a ceremony to honour the fallen.

The country has witnessed a bloody riot in the working-class suburbs of Buenos Aires because of increases in municipal taxes and faced a 24-hour general strike. Army officers have plotted, bishops have warned of social and moral disintegration and moderate politicians have been decrying publicly that their country is on the brink of civil war.

Today's rally was originally called by the five main opposition parties in the Multipartidaria to press for an early and democratic transfer of power. It has since gathered support from human rights activists, militant trade unionists, students, conscientious objectors, artists and football supporters—all in a fact against the slightest grievance against continuing government by the armed forces. And after six years of



Women whose children disappeared after the 1976 coup raise a protest banner in Buenos Aires.

THE SHAPE OF THE DEBT PROBLEM

ARGENTINA'S \$39bn of foreign debt may seem small when compared to the \$160bn debt mountain of Mexico and Brazil, but it has been just as worrisome in recent months. The impact of falling export prices, rising interest rates, an annual inflation rate which has been estimated at up to 300 per cent, the cost of the Falklands war and a sizeable public sector deficit have left Argentina, in the words of one banker involved in the matter, "without any cash."

Help is on the way, however. Argentina last month signed a letter of intent with the IMF for a \$2bn package which would run for 15 months. Of this amount \$500m would be supplied at first as a compensatory financing facility to help Buenos Aires with its shortfall in export earnings.

The military rule the list is endless, because of:

● Economic mismanagement: Most Argentines have suffered a dramatic cut in living standards since the 1976 coup.

● Human rights violations: Many Argentines are now waking up to the scale of the repression that followed the coup, which has been followed by domestic attention because of stringent censorship.

● Military incompetence: For many civilians, the Government's continuing claims to the Falklands have been less convincing than the resolution of domestic political and economic problems.

One faint glimmer of light on the economic front has been lost in the general political doldrums: under the umbrella of a letter of intent for a \$2bn IMF credit package, Argentina is likely to obtain \$2.6bn of additional

funding from commercial banks.

All this constitutes valuable breathing space while the country seeks a longer-term solution to its \$39bn international debt problem.

There could, however, be a political price to pay. Domestic opposition to the fact that the Government is handling the debt issue by negotiation rather than the declaration of a moratorium has been less vociferous than at first feared.

But the potential for controversy should not be underestimated: abundant natural resources have given the Argentines an inflated sense of their ability to survive without help from foreign banks.

Full details of the IMF "letter of intent" have yet to become public. But it is already

managing director of the IMF, told bankers in a recent telex that he needed firm assurances by late December in order to go to the IMF's executive board on January 26.

Another element of the Argentine rescue package is the rescheduling of between \$5.5bn and \$6bn of short-term debt which falls due in 1983. The plan is to secure bank agreement to refinance this debt with a new maturity of 1990. Bankers expect to get to work on this in January.

In addition to these measures, Argentina has asked the Bank for International Settlements for a \$750m credit, but this has not yet been announced in Bagle. What are Argentina's debt prospects next year? Bankers say it is difficult to look beyond the immediate problems. If all goes well, the

\$1.1bn commercial bank bridging loan will be repaid with IMF funds. New money will also be recycled to banks in order to make up 1982 arrears which total more than \$2bn.

Further rescheduling of Argentine debt is a possibility, but bankers point out that the economy is a resilient one. If export prices pick up and the public sector deficit is reduced from its level of 14 per cent of GDP this year to 8 per cent in 1983, the country could "bounce back."

One London banker summed up the situation this way: "They have a great natural strength which they abuse all the time. They have the luxury of plentiful natural resources and abundant political chaos. Cross your fingers."

Alan Friedman

ruptures among local industrial companies.

Unlike Latin America's other big borrowers—Mexico and Brazil—Argentina therefore has little ground to show for its debt. A substantial proportion of the borrowings is believed to have been spent by the Government on arms purchases.

Under the IMF letter of intent the Government is now aiming for 5 per cent growth in 1983 and a reduction of inflation to 160 per cent.

Since the beginning of its debt crisis, Argentina has attempted to offer a lifeline to domestic industry by lowering interest rates, and bailing out heavily indebted companies with refinancing schemes. However, the main emphasis of its economic recovery plan is being placed on the agricultural sector.

Behind the scenes, therefore, the military remains deeply divided—despite the public insistence that democracy will be restored before the end of next year. The political parties too are wracked by internal divisions as candidates jockey for power.

Dissatisfaction with the military may unite them in today's march, but the political outlook thereafter is anybody's guess.

Men & Matters

Knoll's lot

Stephen Swid, and Marshall Cogan are noted collectors of American art, sponsors of museum shows, and help run public museum and art-support organisations. But they had bought little at Sotheby's before they splashed out \$12.8m on a 14.5 per cent share of the auction house itself.

Former Wall Street analyst 42-year-old Swid, who is on the advisory board of the Guggenheim Museum, had bought only three works at Sotheby's in New York.

He compares the auctioneers, however, with his furniture design company Knoll International as "unique for their reputation and quality." There are, he says, "thousands of auctioneers, just as there are thousands of furniture manufacturers, but Sotheby's and Knoll are known throughout the world."

Swid and Cogan met on Wall Street 20 years ago and became partners 10 years later. Though their first investment in the furniture field, in carpet cushion manufacturer General Felt Industries, had nothing to do with art, they saw Knoll as an amalgam of their investing and artistic beliefs.

Both men are avid collectors of American art. Cogan, the elder at 45, also indulges in pre-Columbian art. Through Knoll, they have supported exhibitions at the Guggenheim and the Museum of Modern Art, as well as a film about architect Mies van der Rohe made by his daughter Gerda.

Mimi Poser of the Guggenheim considers the two men to have "spirit, youth, dynamism, great intelligence and energy. If anybody can do a good job, she says, they can."

Though Sotheby's reacted coolly to news of the share purchase, Swid was already preparing yesterday to play the English gentleman. Our representative in London contacted them only last night and we have not heard back yet," he

Dry docked

Money—or rather the lack of it—was the basic theme of an unveiling in Liverpool yesterday of an impressive plan for a 32-acre sports leisure and shopping complex aimed at rescuing derelict dockland.

The development would cost £37m plus £7.5m in government grants to reach a total of £44.5m. The Mersey Development Corporation, appointed to revive the area, is not going to spend a penny of taxpayers' money unless the man behind the idea, Peter Wynne-James of Pavilion Recreation, Malvern, Worcestershire, can show that the private sector is going to put up the rest of the money.

Wynne-James has been asked for proof of financial support by the end of this month. He believes that Rousley Cummings, Bruce of Jones Lang Wootton, the estate agents, and an unnamed merchant bank will put together a financial package early in the New Year with 47 per cent equity finance and the remainder from loans.

Will that be enough for the development corporation which will discuss the Wynne-James proposal today? Chief executive Basil Bean sat with the press when the architect's model was shown yesterday. He tells his man: "I'm trying to find out what's going on too."

If the project does materialise will it really help Merseyside? The redundant south docks would then have a maritime museum at one end, an international garden festival at the other end and the sports and leisure complex in the



middle. Is that the sort of regeneration the development corporation is seeking?

Noble estate

Sir Frank Taylor's paternalistic approach to running one of Britain's largest building and civil engineering groups, with star prizes and seaside holidays for the most enterprising employees, has amused some of his competitors over the years.

But his stewardship of Taylor Woodrow has never been in doubt. And, together with an evangelistic dedication to the causes of freedom and free enterprise, it has brought him his own star prize at the age of 77.

His life peerage, announced yesterday, is as much a reflection of his commitment to capitalism—there is no alternative except a form of communist fascist slavery," he has said—as it is a recognition of his contribution to the construction industry.

When he was a lad of 16 years he borrowed £470, built two semi-detached houses in Black-

pool, and sold them for £2,000. Sixty years on, Taylor Woodrow has strayed a long way from Blackpool in its search for work and now has an annual turnover of around £800m.

Taylor's appointment, as life president of the group in 1979 did not represent the normal prelude to retirement. He is still passionately involved in the affairs of the group.

There is no doubt that Taylor's popularity in Downing Street was enhanced earlier this year when he pulled Taylor Woodrow out of the Confederation of British Industry.

That act seemed, on the surface to be because of the CBI's aggressive stance towards the government's economic policy at that time. In reality he is thought to have acted as he did because of the employers' body's growing affinity—as he saw it—with the nationalised industries.

A prime mover behind the construction industry's anti-nationalisation campaign, Taylor helped punch holes in Labour's plans for state control of the largest groups.

Spillage

In a gesture towards the Christmas spirit William Grant and Sons, the whisky firm, has this year imported eight decanters of vintage Sempé Armagnac to be sold at £235 apiece retail.

"I've been trying to follow the fortunes of this top people's tipple."

Two decanters disappeared somewhere in transit. Four have arrived at Harrods, Fortnum and Mason has one, and the last one is being kept by Grant.

Harrods has already sold one of its quota to a customer who did not blink at the price—it was only a small part of the £8,000 he spent there on his Christmas shopping.

Observer

THE BANKER

The December issue includes: ARAB BANKING AND FINANCE—ANNUAL REVIEW

- * Arab banks expand abroad.
- * SAMA rules over a profitable banking market.
- * Bahrain's new offshore banks.
- * Kuwait overcomes the Manakh shack.
- * Controversy in the UAE.
- * Growth in the Maghreb.
- * Arab banks look eastwards.
- * Table of Top 100 banks.

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Mr Basnett's warning

By John Lloyd



as if Opec was there, even if it was not (as Britain behaves as if it were a member, though it is not). The parallel of a collapsing, defensive cartel is completely misleading.

Secondly, by setting a price objective, the producers implicitly declared themselves completely passive about the quantity sold in any one year: they were price-makers and not therefore demand-takers. This was an easily manageable strategy for two reasons. First, some of the major producers were, and are, oil-rich beyond the dreams of avarice; they do not spend their revenues, and can cut production with little pain.

It was also easy, however, for consumers to protest against spending needs to take a philosophical attitude to fluctuations in demand; if they couldn't sell as much oil as they might wish in any one year, they could borrow against it. The growth of oil-securured debt was therefore not a sign of the vesting of a producer-dominated, price-setting oil market.

Once, the central banks of the world had decided to connive at "re-cycling" with all its implicit banking risks, rather than insist that long-term lending must be financed by genuine long-term borrowing, it was inevitable that the fate of the banking system would become increasingly embroiled with that of the oil producers.

Letters to the Editor

From Dr B. Crossley

Birmingham's refuse

The BIM's proposal, to make efforts to bring academics into its membership may be one of the best methods of education and training can advance and be recognised. My one reservation is that teachers in those disciplines which seem most removed from business will not be involved. Yet imagination and an idealistic attitude are necessary to business and science as they are to all human endeavours. Given that the BIM recognises the possibilities so far no one has a clear idea of how it might be brought to the next 50 progressive and understanding. (Mr) B. M. Crossley, 40 Long Garden Walk, Farnham, Surrey.

From Lord Boardman

stand comparison with those available in England and Wales. Naturally there are differences in the prices for a particular load between different electricity Boards as each has its own tariff structure. The complaint about penalty clauses is also wide of the mark. In fact the financial penalty for failure to meet the contracted level of demand is very much lower in England and Wales.

So far seven consumers in the South of Scotland have accepted the new terms including some major chemical manufacturers, a number in proportion to that taking up the terms elsewhere in the UK.

If it is the case that even after contracted load terms reductions in electricity prices for some chemical manufacturers at a disadvantage with respect to their continental competitors perhaps they should provide the evidence.

Any further amelioration of the terms could only be at the expense of the general body of electricity consumers including manufacturers in other sectors who are experiencing equal if not greater trading difficulties at the present time.

G. H. Reid,
SSEB,
Cathcart House,
Spear Street,
Glasgow.

From Sir Geraint Evans
Sir.—On December 6 it was reported that I was responsible for the organisation of the musical element of the rally to be held with the Alliance leaders at Central Hall, Westminster, on January 20.

I should like to make two points. I am not and have never been a member of the BDF, although my name has been linked with it without my consent. I am not responsible for organising the choral musical element. All I did was use my good offices in making contact with the Treorchy male voice choir with the view of obtaining for them a musical engagement.

(Sir) Geraint Evans.
Highlife.
Albemarle Road,
Eckenham.

8-13 King William Street, London EC4P 4HS, Telephone: 01-626 5678, Telex: 883412 BNP LNB
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CALL FOR BONN GOVERNMENT TO BLOCK TAKEOVER BY THOMSON

'No merger choice' for Grundig

BY STEWART FLEMING IN FRANKFURT

GRUNDIG, West Germany's leading consumer electronics group, said yesterday that despite mounting political pressure to drop its plans to sell out to Thomson-Brandt of France, it has no choice but to accept a merger with the state-owned French company.

Commenting on calls for a "German alternative" to the takeover of Grundig by Thomson-Brandt, Grundig said: "There is no German alternative and such an option will not present itself."

Grundig's statement follows growing disenchantment in West Germany with the idea that the company should fall into French control. The Social Democratic Party is planning to introduce a resolution in the West German Parliament today calling for the Government to block the Thomson-Brandt takeover.

Yesterday the Christian Social Union (CSU), the Bavarian sister party to Chancellor Helmut Kohl's Christian Democratic party (CDU), said "the proposal of Thomson-Brandt certainly is in the interests of France to dominate the European video and thus the micro electronics market. But it is not in the interests of Germany."

In the four weeks since Grundig announced agreement in principle for Thomson-Brandt to take a 75.5 per cent interest in the company, concern has grown in West Germany about the implications of such a merger for employment at Grundig and for future technological development in West Germany.

Grundig itself disclosed that it had been in talks with Robert Bosch, a leading German electrical concern, and with Philips (which has a 24.5 per cent stake in Grundig) as well as with Thomson-Brandt. It was this disclosure which led to discussion of a possible "German alternative" to the French company.

Yesterday, however, Grundig said that neither an agreement on a partnership with other German companies nor a strategy for Grundig's future could be expected from such discussions because of the divergent interests of the companies.

It said the talks with Bosch (and through Bosch indirectly with Siemens) had been futile.

Philips yesterday promptly rejected Grundig's interpretation, saying that it still had a long-standing interest in a broader relationship with Grundig.

Grundig's statements were being interpreted yesterday as a sign of its growing concern that political obstacles to its proposed deal with Thomson-Brandt are threatening to become insurmountable.

The political dimension is critical - the proposal will require a special authorisation from the Government since it is certain to be opposed by West German cartel authorities.

Honeywell Bull to get state cash and new structure

By David Marsh in Paris

CII HONEYWELL Bull, the French state-controlled computer group, is putting into effect a major re-grouping of its activities in a bid to restore profitability and carry out Government plans for a strengthening of the country's information business.

The restructuring is designed to break the group down into a number of decentralised profit centres, along the lines of the U.S. computer giant, IBM.

At the same time, the company's complicated shareholder structure is being modified to give more direct control to the French state. The Government is also preparing to grant a large infusion of extra funds to boost the group's inadequate capital base, which has been one of the main factors behind its heavy losses in recent years.

The French state, which is in the process of buying out residual French private stakes in the company, has a majority share through indirect holdings. Honeywell of the U.S. owns 20 per cent.

The American company reduced its stake from 47 per cent under this year's nationalisation moves.

The group - capitalised at FF800m (\$124m) - is held by a sadly short of shareholders funds. The low equity base and towering debt charge were prime reasons for the FF491m loss in the first half of the year, which according to unofficial estimates could rise to above FF1bn for 1982 as a whole.

The company has already been allocated by the Government a preliminary slice of FF850m in aid for this year. A further amount - which some reports put as high as FF1bn - is expected at least to double capital.

The restructuring measures have not all been decided, and are due to be put to the staff on Friday.

They centre around giving a pivotal role to the present holding company, Compagnie Machines Bull (CMB), around which will be grouped four main subsidiaries or divisions.

These will be in the fields of micro-computers, together with terminals and office equipment; mini-computers, including the activities of the specialised Thomson-Brandt company, Semas; peripheral and medium and large computers.

Cii Honeywell Bull is also setting up a special subsidiary to promote the so-called "smart cards" - plastic cards containing microprocessors which can be used for a variety of purposes, from making bank payments, paying for telephone calls or carrying medical or security information.

U.S. attack on Japanese steelmakers

Continued from Page 1

valuation of the yen, which Mr Roderick said should stand between Y190 and Y200 to the dollars, compared with its current value of over Y245.

Mr Roderick did not disclose the details of his legal arguments in advance of the petitions being presented to Mr Brock today, but U.S. trade officials expressed some consternation at the breadth of his demands.

They were particularly concerned about the impact of the yen exchange rate, which could be taken up by any other industry affected by Japanese competition. The American Iron and Steel Institute, however, said that all the industry's claims - including the levy to compensate for the yen exchange rate - would be fully justified under Gatt and U.S. trade laws.

After the petitions are filed, the U.S. trade representative will have 45 days to decide on whether to initiate an investigation. This would be followed by 30 days of public hearings.

The differences of emphasis within the Labour Party were highlighted by Mr Tony Benn, who stressed Labour's commitment to a completely non-nuclear defence policy.

Mr Pym's remarks with those of Prime Minister Margaret Thatcher, - "The recruiting sergeant for unilateralism" - and Mr Healey's approach with that of much of the rest of the Labour Party.

Mr Healey, in characteristically authoritative form, argued for an approach between the zero-sum offer to halve the number of SS20s, which, he said, was insufficient in itself.

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THE LEX COLUMN

New facing for London Brick

Buyers of Istock Johnson are not going to be bowled over by the London Brick offer price. The mainly paper terms work out at 96p a share, and the underwritten half-cash alternative at 90 1/2p. This compares with net assets of 192p in the latest balance sheet, although the figure may fall to about 180p after this year's losses and the looming write-off in the Netherlands.

In the UK, Istock's trading performance has been resilient, but the company has been dragged down by losses and the associated financing charges of overseas acquisitions made precisely at the top of the previous cycle. With U.S. building starts picking themselves off the floor, and measures in train to stem the Dutch drain, profits should re-emerge next year in the region of £3m, implying an exit price earnings below 20, fully-taxed, on half recovered earnings and only limited earnings dilution for London Brick in year one.

Although Istock's net debt is above 50 per cent of shareholders funds, the company seems in no imminent danger. So while the two companies will be emphasising the unfathomable gulf between Istock and premium facing bricks, there must be a strong chance of a monopoly reference - reflected in Istock's price of 93p yesterday. The "for sale" sign is firmly in place over Istock, and at this starting price there must be a string of companies running their fingers over the calculator keys.

The company has already been allocated by the Government a preliminary slice of FF850m in aid for this year. A further amount - which some reports put as high as FF1bn - is expected at least to double capital.

The restructuring measures have not all been decided, and are due to be put to the staff on Friday.

They centre around giving a pivotal role to the present holding company, Compagnie Machines Bull (CMB), around which will be grouped four main subsidiaries or divisions.

These will be in the fields of micro-computers, together with terminals and office equipment; mini-computers, including the activities of the specialised Thomson-Brandt company, Semas; peripheral and medium and large computers.

Cii Honeywell Bull is also setting up a special subsidiary to promote the so-called "smart cards" - plastic cards containing microprocessors which can be used for a variety of purposes, from making bank payments, paying for telephone calls or carrying medical or security information.

U.S. attack on Japanese steelmakers

Continued from Page 1

valuation of the yen, which Mr Roderick said should stand between Y190 and Y200 to the dollars, compared with its current value of over Y245.

Mr Roderick did not disclose the details of his legal arguments in advance of the petitions being presented to Mr Brock today, but U.S. trade officials expressed some consternation at the breadth of his demands.

They were particularly concerned about the impact of the yen exchange rate, which could be taken up by any other industry affected by Japanese competition. The American Iron and Steel Institute, however, said that all the industry's claims - including the levy to compensate for the yen exchange rate - would be fully justified under Gatt and U.S. trade laws.

After the petitions are filed, the U.S. trade representative will have 45 days to decide on whether to initiate an investigation. This would be followed by 30 days of public hearings.

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Further military evidence in Israel

By David Lennon in Tel Aviv

ISRAELI's chief of staff and other senior officers intend to appear again before the commission of inquiry into the Beirut massacre of Palestinians in the Sabra and Shatila refugee camps. This follows a warning by the judicial commission that the evidence received so far is liable to harm them.

They are among nine witnesses who received such warnings three weeks ago. They were told that they could testify again, submit new evidence, or cross-examine other witnesses if they wished.

In letters sent to the commission yesterday, the Chief of Staff, the chief of military intelligence, the officer in charge of northern command, and a senior aide to the Defence Minister said they would like to reappear and submit further evidence.

But General Ariel Sharon, the Defence Minister, informed the Commission that he did not intend to avail himself of the opportunity to appear again before the enquiry panel.

The head of Mossad, Israel's secret service, who was also cautioned, informed the commission that he would submit further evidence in writing and would have one of the witnesses cross-examined, but that he would not submit himself to further questioning.

Mr Menachem Begin, the Prime Minister, Mr Yitzhak Shamir, the Foreign Minister, and Brigadier-General Amos Yaron, commander of the Israeli forces in Beirut at the time of the massacre, have all said they did not wish to reappear before the commission.

Golan Heights after a year under Israel, Page 4

U.S. insurer buys stake in Dutch group

By Walter Ellis in Amsterdam

ALEXANDER and Alexander, the world's second-largest insurance brokers, has acquired 40 per cent of the shares of Bekouw Mendes Holdings of Rotterdam for an undisclosed sum.

Bekouw is the third-largest insurance broker in the Netherlands and was previously part-owned by the biggest brokers of all, Marsh and McLennan.

A member of the Bekouw board of directors said last night that both Bekouw and Alexander were extremely pleased by the deal.

The Marsh and McLennan connection resulted from McLennan's recent takeover of the large London brokers, C. T. Bowring, with which Bekouw had been involved for many years.

Since McLennan already had a vital Dutch interest, through its holding in Hudig Langewald, it was agreed that Bowring's shares in Bekouw should be sold back to Bekouw.

EEC farm price rises may average only 4.4%

BY LARRY KLINGER IN STRASBOURG

BRITISH and West German farmers may be offered only token increases in the guaranteed prices for their produce next year.

Producers in other countries, however, where output is geared to reap benefits from the Common Agricultural Policy, could gain a relatively substantial rise.

The European Commission, which has been drafting its proposals in Brussels this week, still has several key issues to resolve, but it is likely that the plan, as it stands, suggests one of the smallest average price increases for 10 years.

At a meeting which ended late on Tuesday night, the 14 Commissioners were reported to be broadly in agreement on an average farm price increase of around 4.4 per cent for next year.

Only in the late 1970s, when mountains of surplus produce reached alarming proportions, were prices set lower.

The net impact in the 10 EEC countries, however, would vary widely because the Commission is also considering adjustments in the "green" exchange rates through which farm prices, fixed in European Currency Units (Ecu), are translated into national currencies.

Taking into account suggested re-

valuations of the "green" pound and D-Mark - both undervalued against the Ecu at present - UK farmers could expect an average farm price increase of only 1.6 per cent. In West Germany, the rise would be around 1.2 per cent.

In France, on the other hand, taking into account a devaluation of the overvalued "green" franc, farmers could expect a 7.2 per cent average rise. They could even hope for an increase of around 10 per cent if the Government pressed for the full advantage available under the EEC's agricultural monetary arrangements.

Similarly, Belgium and Luxembourg could win increases of 9.4 per cent and 9.1 per cent respectively. Italy, with a potential 4.7 per cent, might also take advantage of further possible adjustments in its monetary arrangements to add a further 3 percentage points to the final award.

Before the New York price package comes into effect, however, the Commission's proposals have to be approved - and possibly changed - by the Council of Ministers.

While the agricultural lobby has been pressing for substantial price increases, several daunting political and economic factors militate against such generosity.

These include rapidly growing surplus production, increased opposition by the world's other major food exporters to "unfair" EEC competition, the fact that Community farmers have seen substantial increases in real incomes over the past year and, possibly most important, the expected strain on the EEC budget if the cost of subsidising the export of surpluses is not contained.

Financial experts estimate that even a package along the lines under discussion - which includes penalty reductions in price proposals for recent growing surplus production in the dairy and cereals sectors - could cost the EEC budget an extra £350m (\$570m) over the next agricultural year.

Prices rises being considered, including penalties, are 3.2 per cent for milk, 3 per cent for cereals, less than 4 per cent for sugar and around 5.5 per cent for meat.

For Mediterranean produce such as wine, fruit and vegetables, tobacco and coffee, the Commission's views are still widely apart, but the discussion is understood to be ranging between 5.5 per cent and 7 per cent for various products.

The Commission is now not due to resume its discussions until next week.

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Timing of UK budget rebate in doubt

BY LARRY KLINGER IN STRASBOURG

EARLY payment of Britain's £500m (\$805m) European Community budget repayment last night hinged on 11th-hour negotiations in Strasbourg between the European Parliament and the 10 EEC member states' budget ministers.

Amid signs that both sides were willing to compromise over political declarations on future restructuring of EEC budgetary policy, several serious problems were far from being resolved as the negotiations moved late into the night, and instead to accept the full Government package of 6 to 7.5 per cent for the current year with a further 4.5 per cent for 1983-84.

Earlier yesterday, the Royal College of Nursing, which is not affiliated to the union movement, announced the outcome of a ballot of members showing a 7 to 1 margin in favour of accepting the deal.

Mr Norman Fowler, the UK Social Services Secretary, immediately welcomed the decisions. "This is a good day for the health service. It means we can get back to the essential job of caring for patients," he said.

The terms of the settlement are certain to be greeted by the British Government as a triumph for its policy of dogged resistance to large pay claims. The unions' acceptance of a 4.5 per cent rise for next year also provides a major boost for the Cabinet's policy of holding public sector pay increases close to its target of 3.5 per cent.

Details of the allocation of the new money will be decided at a series of meetings of Whitley Councils - the NHS's main negotiating forums - over the next few weeks. The Nursing and Midwives Whitley Council, which has already presented the package as a single 12.3 per cent rise backdated to August, is likely to finalise agreement today

on behalf of nearly 500,000 NHS staff.

Announcing the decision, Mr Albert Spanswick, chairman of the TUC committee and general secretary of the Confederation of Health Service Employees, repeatedly denied that the unions had "caved in."

"We have not got the 12 per cent we wanted this year. But, as a result of our campaign, we have got an extra 3 1/2 per cent for nurses, and an extra 2 per cent for other groups. We have also forced the Government to produce a special cash limit for health staffs next year," he said.

Mr Rodney Bickerstaffe, general secretary of the National Union of Public Employees, which had sought a one-year deal, said, he was "bitterly disappointed" with the outcome of the dispute.

UK pay settlements lower, Page 7

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World Weather

Area	°C	°F	Area	°C	°F
Amsterdam	12	54	London	10	50
Antwerp	12	54	Paris	10	50
Berlin	12	54	Rome	10	50
Brussels	12	54	Stockholm	10	50
Copenhagen	12	54	Vienna	10	50
Dublin	12	54	Zurich	10	50
Helsinki	12	54			
Lisbon	12	54			
Madrid	12	54			
Moscow	12	54			
Nairobi	12	54			
Reykjavik	12	54			
Stockholm	12	54			
Warsaw	12	54			
Washington	12	54			
Wellington	12	54			
Yokohama	12	54			

Pym pledges Nato arms flexibility

Continued from Page 1

of President Leonid Brezhnev. There has been no precise and formal expression of these ideas, and there will be Alliance consultations before negotiations resume at the end of next month.

On the cruise issue, Mr Pym indicated an awareness over the public concern about the desirability of a daisy-cut control under which the UK would be involved alongside the U.S., as happens with other missiles in Britain. But no arrangements have been agreed. Mr Pym also indicated that no decision was irrevocable.

On shorter-range battlefield nuclear weapons, Mr Pym said that

Nato would continue to review its stockpile in Western Europe to ensure that the numbers and types available are no more than is required for effective deterrence.

The large attendances and emotional intensity of the three-hour emergency debate showed how MPs now recognise that nuclear disarmament has become a major political issue.

There were similarities in some of the approaches of Mr Denis Healey, the Labour deputy leader, and of Dr David Owen, of the Social Democratic Party - and their speeches to some extent overlapped Mr Pym's. But Dr Owen contrasted

Mr Pym's remarks with those of Prime Minister Margaret Thatcher, - "The recruiting sergeant for unilateralism" - and Mr Healey's approach with that of

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SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Thursday December 16 1982

Travis & Arnold
 Timber, Building Materials, Heating and
 Plumbing Equipment for the Construction
 and Allied Trades. Northampton 52424.

Fluor halves profits in quarter

By Paul Betts in New York

FLUOR, one of the largest U.S. construction and civil-engineering groups, which last year acquired St Joe Minerals, yesterday reported a 4 per cent decline in net earnings to \$152.8m in its latest fiscal year, ended October 31, from \$158.9m in the previous 12-month period.

But earnings were sharply down in the last quarter of the fiscal year. In Fluor's latest three-month period, net earnings were halved to \$32.3m compared with \$64m in the last quarter of the previous fiscal year.

The company also reported a decline in new orders in the latest quarter to \$885m compared with \$944m in the fourth quarter of the previous fiscal year.

Revenues in the latest fiscal year totalled a record \$7.3bn compared with \$6bn. In the latest quarter, revenues were slightly lower at \$1.8bn compared with \$1.9bn.

Fluor acknowledged that its distribution services group had been seriously depressed by the decline in the U.S. onshore oil and gas drilling market, where the company sells large amounts of tubular goods.

Volvo in employee plan

By William Duffell in Stockholm

VOLVO, the Swedish automobile, industrial and trading group, is launching a profit-sharing scheme for its 33,000 employees. Out of anticipated 1982 pre-tax earnings of SKr 2.5bn (\$330m) it is estimated that between SKr 35m and SKr 40m will be passed on to the employees.

Local leaders of the trade unions, which have negotiated the scheme with Volvo's management, deny that it pre-empt in any way the wage-earner investment funds which the new Social Democratic Government is committed to introducing, and which are a highly controversial element in the present relationship between the Government and Swedish industry.

Under the Volvo scheme, employees will hold shares individually in a trust administering the allocated profits. The wage-earner fund proposal assumes that corporate profits would go to collectively-owned bodies.

The Volvo scheme is described as a "bonus system" directly related to the group's profit performance. It will run for a trial three-year period during which the profits allocated to the employees can vary from nothing to a maximum of SKr 180m.

Security Pacific buys stake in Ralli

By Paul Taylor in New York

SECURITY Pacific Corporation, the Los Angeles-based banking group, is to purchase a majority stake in Ralli Brothers (Bankers), a Geneva-based private bank with assets of about SwFr 83.6m (\$40.3m).

Security Pacific, which is the holding company for the 10th largest bank in the U.S., said the acquisition of a majority stake in Ralli, of up to 70 per cent, fits into its longer-term strategy for providing worldwide cash management services.

Ralli Brothers is a wholly-owned subsidiary of Ralli Corporation and ranked 85th out of 107 foreign banks in Switzerland last year.

Rhône-Poulenc in UK rationalisation plan

By Carla Rapoport in London

RHÔNE-POULENC, the loss making French chemical group, is rationalising its UK operations in an effort to improve their cost-effectiveness.

The move will be accomplished by merging the businesses of Rhône-Poulenc (UK) with May & Baker, the UK-based pharmaceutical and chemicals group, which is wholly-owned by Rhône-Poulenc.

May & Baker said yesterday the move would increase the group's turnover by about £70m (£133m) to some £300m worldwide in 1983. The merger will take effect from January 1.

Dr Keith Humphreys, managing director of M & B, said yesterday the rationalisation would bring the company's UK operations into line with its overseas subsidiaries, as

Krupp and Hoesch lose faith in steel merger

BY JAMES BUCHAN IN BONN

IT SEEMED such a good idea back on February 4. On that day, the supervisory boards of Krupp Stahl and Hoesch, two of the largest West German steel groups, announced they would seek to merge their steel operations in a new concern which would rival in size Thyssen, the West German market leader, and the largest steel group on the European continent.

The creation of "Ruhrstahl" seemed to make every sort of sense. Well into a second and more bruising round of the steel crisis, both companies were looking for cuts in capacity and rationalisation. Hoesch's 10-year alliance with Hoo-govens of the Netherlands was coming to an end in a welter of recrimination, but the foundation of that alliance—that Hoesch's steel-finishing operations in and around Dortmund are best supplied with crude steel from a more favourable site—still held good.

Why not supply Hoesch from Krupp Stahl's works on the banks of the Rhine at Rheinhausen in the western Ruhr, the best site in Germany for the manufacture of crude steel?

Dr Dietrich Rohwedder, chief executive of Hoesch, promised that the merger would be complete by the end of this year. The state government of North-Rhine Westphalia, which covers the Ruhr, was in favour, the unions were anxious to preserve jobs, above all in Dort-

mund, and the Bonn Government was ready to bless the alliance with official aid.

Since, then, prospects for the "elephant's marriage" as it is widely termed have gone from bad to worse. Dr Wilhelm Scheider, chief executive of Fried. Krupp, the Krupp Stahl parent, said recently: "The German steel industry will not survive another bad year in its present structure."

WEST GERMAN STEEL 1981			
Company	Sales (\$m bn)	Production (m tonnes steel)	
Thyssen	28.2	11.1	
Fried. Krupp	14.9	4.9	
Hoesch	8.0	4.7	
Klockner	5.8	4.8	
Salzgitter	9.2	4.1	

However, it is broadly accepted at Krupp that there is little hope of Ruhrstahl setting off the ground in its present form in the immediate future. Dr Rohwedder told a shareholders' meeting in Dortmund in November that Hoesch would go it alone if necessary.

One reason behind the loss of enthusiasm is that the inevitable clashes of corporate self-interest have been sharply aggravated by the new collapse in steel demand

since July, which one German steel expert describes as a "free fall".

This year, West Germany's steel-makers will probably produce little more than 38m tonnes of crude steel, against 53m tonnes in 1974, the last good year, and 42m tonnes in 1981. The European Commission will probably lop off another 2m tonnes of German production at the beginning of next year as part of its crisis regime. Over half the German steel workforce (in its narrowest sense) is on short time.

Next year, the German steel industry is expected to lose as much as DM 3bn (\$1.25bn) which could produce major problems for Salzgitter, the state-owned producer uncomfortably sited near the East German border—although Salzgitter managed to ride higher EEC first-half steel prices to a small profit in the year ending in September.

In the Saarland, where a Ruhrstahl-like concept had been introduced in 1977-78, the central Saarland steelmaker, Arbed Saarstahl, had to be rescued this month with a new injection of government funds. It is now recognised, not least by the Commission in Brussels, that there will have to be further savage cuts in capacity on the Saar despite the fact that the concern is now producing only 130,000 tonnes a month against the 165,000 tonnes forecast.

The new crisis has brought to the fore a host of other and conflicting merger ideas, many of which go back to the mid-1970s or further. But many in the Ruhr also see a darker side to Ruhrstahl's lack of progress. Herr Heilmann Jochimsen, the Social Democrat Economics Minister in North-Rhine Westphalia, said this month that "those who find the Ruhrstahl plans uncomfortable are trying to strangle the concept."



Dr Dietrich Rohwedder



Dr Wilhelm Scheider

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Some observers harked back to 1968 when Thyssen was blamed for effectively torpedoing co-operation between Mannesmann and Hoesch. A two-page cartoon in this month's edition of Capital magazine portrays Thyssen's Dr Dieter Spethmann in the garb of a gladiator, standing alone on the bloody sand while the champions of Krupp, Hoesch, Arbed Saarstahl, Klockner-Weber and Salzgitter lie dead or dying around him.

Publicly, Krupp continues to argue that Ruhrstahl has right of way and that its 50 per cent share in the new special steels operation would be brought into Ruhrstahl. However, company officials point out that Ruhrstahl offered no rationalisation possibilities in the special steels area. With the market for these alloys falling sharply, the merger with Thyssen could "not be overlooked," especially as it would cut 4,000 duplicated jobs.

In recent weeks, the Krupp-Thyssen talks have progressed into other products, and 10 days ago Krupp again stunned the Ruhr by announcing a 10 per cent reduction in its workforce (and capacity) at Rheinhausen, thus cutting away at the very basis of Ruhrstahl. "The time for Ruhrstahl has probably passed," Herr Jochimsen said.

The Bonn Government is sticking to its position that "company transcending" solutions are the only answer to the crisis. But aware that its action on the Saar will unleash a tide of demands for similar treatment, the Economics Ministry has appointed a commission to look at merger possibilities and report back next month.

"Without doubt, the best answer would be a North-Rhine Westphalian model" involving Krupp, Hoesch and Thyssen, one steel executive said earlier this month. "But how would the others compete with a 20m tonne giant?"

Thyssen benefits from steel reshape

By James Buchan in Bonn

THYSSEN Industrie, the steel manufacturing arm of the Thyssen industrial group of West Germany, enjoyed a dramatic improvement in net earnings in the year up to end of September thanks to a drastic rationalisation programme.

Dr Werner Bartels, chief executive, said that he would recommend that a net profit of DM 78.1m (\$32.2m) be transferred to the parent group, compared with DM 10.3m in 1980-81.

Thyssen itself announced last week that it would maintain its 1981-82 dividend at last year's lower level of DM 2 per DM 50 share, despite the deterioration of its steel business since the summer.

Dr Bartels said world sales at Thyssen Industrie were down 0.7 per cent to DM 5.4bn, with difficulties at the two Brazilian subsidiaries contributing to a 2.3 per cent in sales of overseas companies.

Nevertheless, the domestic companies grouped within Thyssen Industrie increased their orders booked by 10.4 per cent to DM 5.71bn over the high level achieved in 1980-81. Again, however, the overseas subsidiaries suffered from weak demand with orders booked falling 2 per cent to DM 367m.

The chief contribution to the better 1981-82 result came from the rationalisation of the domestic units, many inherited with the wholesale takeover of Rheinisch in 1973. Dr Bartels said that only three of the 13 units were in the red, largely through restructuring of the foundry sector, which had been hit by the decline in demand for heavy castings.

Thyssen Schalker Verein, which suffered a sharp drop in sales in 1980-81, recovered strongly with a 12.1 per cent increase in sales.

Weak pound boosts Cable & Wireless

BY JASON CRISP IN LONDON

CABLE & Wireless, the UK telecommunications group, surprised the City yesterday with much higher profits than expected. In the six months ending September 1982, pre-tax profits rose by almost 50 per cent to £67m (\$106m) while turnover rose less than 10 per cent.

With most of its income derived from overseas, the weakness of the pound boosted trading profits of £24m by £5m. Extending the currency gain, reported trading profits rose by just under 20 per cent.

One of the main reasons for the improvement was a significant rise in the profits of its U.S. telecommunications business.

The pre-tax profits were boosted by an increase in income from investments and leasing, which rose from £2m in the comparable period last year to £13m.

In October 1981 the Government

sold almost half the shares of Cable & Wireless at 160p a share. Yesterday it closed at 350p, up 16p.

Cable & Wireless said investment income would reduce annually by £3.5m after an exceptional tax payment in January this year.

A substantial part of Cable & Wireless's business comes from its franchise operations, where it installs telecommunications systems in countries and receives a share of operating revenues. The two largest are Hong Kong and Bahrain.

In July last year it sold a 60 per cent stake in its Bahrain operation and in September it sold 20 per cent of its Hong Kong business to its government.

After taking these disposals, underlying trading profits are believed to have risen by just under 30 per cent.

Dresser earnings decline

By Paul Betts in New York

DRESSER INDUSTRIES, the large Dallas-based oil services company, reported yesterday a sharp decline in both its fiscal fourth-quarter and fiscal 1982 earnings.

The setbacks reflected the depressed economic climate and especially the slump in the U.S. oilfield industry. The company said the U.S. Soviet pipeline trade embargo had little overall effect on the company's performance.

Dresser's earnings in its latest quarter plunged to \$16.5m from \$24.8m in the last quarter of the previous fiscal year. Revenues also declined in the latest three-month period to \$225m from \$136m.

For the latest fiscal year, earnings were sharply lower at \$172.3m compared with \$316.8m in the previous 12-month period.

AT&T up 7.4% in year

BY OUR FINANCIAL STAFF

AMERICAN Telephone and Telegraph, the dominant U.S. telephone company, has reported a 3 per cent dip in fourth-quarter net profits to \$1.84bn from \$1.9bn a year earlier.

For the full year ended November 30, however, net profits were ahead by 7.4 per cent to \$7.21bn from \$6.7bn. The full-year result was in line with the expectations of Wall Street analysts.

Fourth-quarter revenues were

\$16.8bn, up 9.2 per cent from \$15.22bn a year earlier. Full-year revenues were \$64.59bn, up 12.7 per cent from \$57.3bn a year ago.

Earnings per share were \$2.07 on an average of 872.4m shares in the fourth quarter, compared with \$2.31 on 809.5m shares a year earlier. Full-year earnings per share were \$6.38 on an average of 843.2m.

AT&T said its lower earnings for the three months ended November

30 were because of a continuing lack of growth in the economy.

"Indicators of demand for our services, such as calling volumes and new customers connections, were sharply affected" by the economy.

AT&T said while it expected an upswing in the economy some time in 1983, it did not expect the recovery to be as strong as those that have followed other post-World War II recessions.

Toronto Stock Exchange plans to offer equity futures contract

BY NICHOLAS HIRST IN TORONTO

THE TORONTO Stock Exchange, which is moving to a new CSE30m (U.S.\$20m) trading floor in May, is planning to offer equity futures contracts early in the New Year.

January 27 has been set as a tentative start-up date for the new contract, based on a basket of 10 broadly traded Canadian stocks. The contract is still subject to ratification by the Ontario Securities Commission but no problems are expected.

Unlike equity futures contracts offered in the U.S., which are delivered by a cash payment, the Toronto contract will be for delivery of 100 shares each of the underlying companies.

The equity futures contract is one of several innovations planned by the exchange. On January 12, silver option trading on a 1,000 ounce contract will be added to options already available on 45 stocks.

The new 30,000 sq ft trading floor will have capacity to trade up to 70 classes of options.

Discussions are under way in the Ontario Securities Commission to

permit listing of a new "junior class" of shares with fewer shareholders and lower working capital than are permitted at the moment.

At present a listing requires a minimum of 300 shareholders and the company must have working capital of C\$500,000.

The exchange now wants to give smaller companies the chance of raising money on the exchange more easily.

Under its proposals, which are expected to be agreed in mid-January, a small company can come to the exchange for an initial raising of capital through the sponsorship of an exchange member. To gain a market listing, the sponsor must gather 200 shareholders raising a minimum of C\$350,000. There is no requirement to issue a full prospectus.

It is expected that between 20 and 50 companies will come to market through this system in the first year.

Mr. Huntley McKay, vice-president of markets and market development for the exchange, said: "I think it will be of particular advantage to high tax companies, of which Canada has a great number."

The equity futures contract joins a contract started in September 1980 for trading in interest rate futures of 18 years, five years and short-term Canadian Government securities.

Minimum margin for the futures contract will be C\$2,500 for a speculator and half that for a hedger.

The 10 shares making up the basket are Alcan Aluminium, Bank of Montreal, Bell Canada, Canadian Pacific, Gulf Canada, Hiram-Walker Resources, Imperial Oil "A", Inco, Moore Corporation and the Royal Bank. The 10 have followed general market trends very closely over the past decade.

With the interest rate contract, the equity futures contract is to become part of a new Toronto Futures Exchange allowing wider membership than the Stock Exchange does.

Fixed-interest bond prices marked down

BY ALAN FRIEDMAN IN LONDON

PRICES of fixed-interest Eurobonds in the dollar, D-Mark and Swiss franc sectors were marked around 4 point-lower yesterday after another day of quiet pre-Christmas trading.

Société Générale's \$100m, eight-year floating-rate note issue appears to be selling reasonably well, not least of all because when the issue's attached warrants - to buy 114 per cent 1989 bonds - are stripped away, the floaters are being quoted at around 98. The warrants were quoted last night at around \$21 each.

Seiyu Stores' \$50m five-year 11 per cent issue was priced as indicated at 95½, to yield 12.36 per cent at issue price.

Paribas Asia is planning to place on Friday \$100m of 10-year floating

rate notes for Crédit d'Équipement, the French state small business development agency. The paper, guaranteed by France, carries a margin of ¼ per cent over the London Interbank Offered Rate (Libor) and is aimed at the Far East market.

In Switzerland, the new SwFr 100m eight-year issue for Chungku Electric Power was priced yesterday above its indicated 8 per cent yield with a 84 per cent coupon at par. Crédit Suisse led the issue. The higher than anticipated yield can be traced in part to the surfeit of Japanese paper on the Swiss market.

The Republic of Austria yesterday announced that it has filed a \$400m shelf registration with the U.S. Securities and Exchange Commission.

These debentures have been sold, this announcement appears as matter of record only.

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Companies
and Markets

INTL. COMPANIES & FINANCE

APM buys
Continental
stake in
Containers

By Lachlan Drummond in Sydney

AUSTRALIAN Paper Manufacturers, the diversified paper, packaging and timber group, has bought out the 20 per cent minority interest in its Containers packaging subsidiary held by the Continental Group of the U.S.

No price was revealed for the stake, although APM's 1981 bid for Containers valued the one-fifth stake at about A\$35m (US\$23.8m). After the 1981 bid Continental's holding in Containers was reduced from 20 per cent to the current level.

APM recently raised A\$55m through a rights issue, with most of the cash earmarked for its A\$100m paper expansion project.

Containers has been a solid performer for APM, contributing almost A\$16m of total earnings of A\$66.75m in the year to June 30 last.

Technical links between Continental and the Australian can and plastic bottle making group will be retained.

Sharp fall in consolidated
interim profit at Toshiba

BY YOKO SHIBATA IN TOKYO

TOSHIBA Corporation, Japan's second largest integrated electrical machinery group with 33 consolidated subsidiaries, reports consolidated profits down by 16 per cent to ¥18.5bn (\$78m) in the first half-year ended September 1982.

Consolidated half-year sales were ¥1.185bn, a rise of only 1 per cent compared with the previous fiscal year.

Consolidated per share profits were ¥7.49, against ¥9.86.

Consolidated per share profits were also ¥2.5 lower than those of the parent company alone.

Sluggish sales were attributed to setbacks in home electrical appliances (down 1 per cent to ¥351bn) and heavy duty electrical apparatus (down 1 per cent to ¥357.4bn). Sales of communications and electronic components, however, surged by 14 per cent to ¥337.9bn, with sales of office automation equipment and semiconductors particularly buoyant.

Overseas sales of home electrical appliances remained at the previous year's level (¥280.7bn), accounting for

23.6 per cent of total turnover.

Earnings setbacks were largely attributed to the deterioration of consolidated subsidiaries. Among overseas sales subsidiaries, the performance of those in Brazil and Argentina were aggravated by the suspension of shipment during the Latin American financial crisis.

Of Toshiba's domestic subsidiaries, Toshiba Home Electric Sales, Toshiba Ampex, Toshiba Kōkan and Toshiba Tsurumi Sangyo incurred losses.

Earnings from consolidated subsidiaries declined by 2 per cent compared with the previous year.

In the current half-year ending March 1983, Toshiba expects continued favourable sales of electronic components. But total half-year sales are expected to stay at the first-half level.

For the current full year ending March 1983, consolidated net profits are projected at ¥37.5bn down 15 per cent on last year, on expected sales of ¥2.400bn, up 2 per cent.

Toshiba has said that it plans a gradual and partial withdrawal from Latin America, because of the worsening financial situation there.

As a first step in this process it will run down two of its wholly-owned sales subsidiaries, Toshiba Argentina in Buenos Aires and Toshiba de Panama in Panama.

Other subsidiaries on the list for a possible rundown are Toshiba de Chile, Toshiba Medical do Brazil, and T. and S. Servicios Industriales.

● Tokyo Electron, listed on the second section of the Tokyo Stock Exchange, was the first Japanese company to have its share split one-for-two on Tuesday, under a new commercial law enacted in October.

The split, effective for shareholders registered on December 14, is designed to reduce the high share price and to revitalise trading in the shares.

Gakken Company, a publisher, said it planned to split its shares two-for-three in February, and Seven Eleven Company, a retail chain, said it proposed a one-for-two split in June.

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Moët-Hennessy

At its meeting of 25th November 1982 the Board of Directors of Moët-Hennessy recorded final completion of the two transactions already approved, namely:

— Purchase of 34% of the shares of S.A. Georges Delbard and S.C.A. Des Pépinières Et Roseraies Georges Delbard.

— Acquisition through its subsidiary Moët-Hennessy US Corporation of 100% of the shares of the Californian company, Armstrong Nurseries Inc., the world's second largest rose grower.

By these transactions, Moët-Hennessy has gained a foothold in a new sector, where its objective is to put into practice the Delbard Group's technological know-how in "in vitro" vegetative cultivation of roses in the largest consumer market, the USA. Supported by the power of the trading network at Armstrong's disposal, the Group should become a world leader.

Simultaneously, Moët-Hennessy is strengthening its position in the USA, where it already has several subsidiaries, the consolidated turn-over of which has already reached 200 million dollars.

In order to consolidate the Group's financial situation, the requirements of which are connected (1) to the two transactions above and (2) to the exceptional champagne vintage, the Board decided on the principle of increasing capital against cash (1 for 8) to be made at the beginning of 1983.

The Board also approved distribution of an Interim Dividend of FF8 net (against FF7 in February 1982) which will be paid on 10th January 1983 against coupon No.35.



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Berhad

US \$60,000,000

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Certificates of Deposit due 1987 Tranche A

In accordance with the provisions of the Certificates, notice is hereby given that the rate of interest for the period from 17th December 1982 to 17th March 1983 has been established at 9 3/4 per cent per annum.

The interest payment date will be 17th March 1983. Payment which will amount to US \$6,093.75 per Certificate will be made against the relative Certificate.

Agent Bank
Bank of America International Limited

Breathing space granted
to Harvester Australia

BY OUR SYDNEY CORRESPONDENT

APPLICATIONS for winding-up orders against International Harvester Australia's manufacturing arm and International Harvester Credit Corporation have been made under Act 7 by the Supreme Court of Victoria.

Adjournment of the hearings allows a lending agreement to be concluded for the nearly 50 creditors of the troubled group.

The court's approval was required in order to avoid the liquidation of Harvester following the winding-up petitions.

The decks are now clear for the International Harvester Australia group to work out a scheme to allow it to trade itself out of its difficulties, although its level of operations will have to be reduced.

The group's receivers, lenders, employees and the Victorian State Government will now work towards a full-scale reconstruction scheme which will see it shed about 1,000 of its 2,500 workers as it pulls out

of agricultural equipment manufacture and scales down truck making.

The applications for the winding-up orders against Harvester formed part of the long-running negotiations among lenders, and the adjournment was a formality following the execution of the loan pact by all lenders yesterday.

In essence, the pact will see four lenders — Lloyds International, Partnership Pacific, Wardleys Australia and Euro Pacific Finance — transfer a A\$12.5m (US\$13m) exposure to the manufacturing arm from the more financially sound credit unit.

At the same time A\$10.12m will be made available from a total of A\$25m of credit lines extended to Harvester but as yet not drawn on. The funds from the undrawn lines will be held in escrow until a court sanctioned scheme of arrangement is in place.

Half-year earnings down
at World International

BY ROBERT COTTRELL IN HONG KONG

WORLD INTERNATIONAL (Holdings), the shipping group controlled by interests of Sir Y. K. Pao, has reported attributable interim profits almost one-third down in the six months to September.

After-tax profits of HK\$235.8m (U.S.\$36.4m) compare with a 1981 interim figure of HK\$215m. This year, however, there is an extraordinary debit of HK\$13m, against an extraordinary gain of HK\$125.9m in last year's first half.

Attributable profits of HK\$24.5m this year compared with HK\$340.9m. In its last full year to March 1982, World

showed attributable profits of HK\$416.4m.

The interim dividend is maintained at 4.5 cents. The board said at last year-end that it expects at least to maintain dividends for the full year at 12 cents.

Basic interim earnings per share are up from 15.9 to 16.7 cents. However, when outstanding deferred shares are taken into account the figure falls from 15.6 cents last interim to 14.9 cents this year.

Apart from its shipping interests, World holds 45 per cent of Hongkong and Kowloon Wharf, the property group which was the subject of an abortive merger last year.

Sappi to maintain payout

BY OUR FINANCIAL STAFF

SAPPI, THE South African paper and packaging manufacturer, is projecting its earnings for 1982 at slightly less than last year's 216 cents (\$1.99) per share, but hopes to maintain

dividends at 86 cents, Mr Basil Landau, the chairman, told shareholders yesterday.

Mr Landau said the second-half performance was disappointing, with a recovery in demand for group products not meeting expectations. Increased demand materialised only near the end of the year and earnings will be similar to the first half.

First-half earnings per share fell to 93.7 cents from 97.2 a year earlier, on slightly higher issued capital.

The shareholders approved Sappi's proposed R150m rights issue which is being raised to finance the R800m expansion of the company's Ngodwana pulp and paper mill.

Mr Landau said construction was proceeding on schedule at the plant and indications were that the project would be completed on time and within budget.

This Advertisement complies with the requirements of the Council of The Stock Exchange

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Notice is hereby given that the U.S.\$50,000,000 Series 10 issued under the Note Purchase Facility Agreement will carry an interest rate of 10 1/4 per cent annum and the Maturity Date of the Series will be 16 March 1983.

Particulars of the Notes and of ASESORES DE FINANZAS, S.A. de C.V. and Citibank, N.A. are available in the statistical services of Extel Statistical Services and may be obtained during normal business hours on any week day (Saturdays and public holidays excepted) up to and including 31 December, 1982 from:

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November 1982

Occidental Petroleum Corporation

has acquired

Cities Service Company

We initiated this transaction and acted as financial advisor
to Occidental Petroleum Corporation.

Goldman, Sachs & Co.

New York Boston Chicago Dallas Detroit
Houston Los Angeles Memphis Miami
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December 7, 1982



Weekly net asset value



Tokyo Pacific Holdings (Seaboard) N.V.

on 13th December 1982, U.S.\$59.89

Listed on the Amsterdam Stock Exchange

Information: Pierson, Holding & Pierson N.V.,
Herengracht 214, 1016 BS Amsterdam.

VONTOBEL EUROBONDINDIZES

WEIGHTED AVERAGE YIELDS
PER DECEMBER 14 1982

	Today	INDEX	Last week	Year's High	Year's Low
US\$ Eurobonds	12.50	12.41	15.62	12.41	
DM (Foreign Bond Issues)	7.73	8.14	9.75	7.73	
HFL (Buarer Notes)	8.18	8.56	10.68	8.18	
Can\$ Eurobonds	13.70	13.94	17.47	13.70	

J. Vontobel & Co., Bankers, Zurich - Tel: 01-088 7111

1

Companies and Markets

UK COMPANY NEWS

H. P. Bulmer profits jump to £7.24m at six months

FOR the half-year ended October 29 1982, taxable profits of cider manufacturer and wines and spirits wholesaler H. P. Bulmer Holdings jumped from £3.98m to £7.24m and directors are confident of a further improvement in second half figures.

They explain that the outlook for this period depends in large measure on the success of Christmas trading. Although there is no evidence to suggest any general upturn in the UK economy, the board is confident that the company's major brands — these include Woodpecker, Strongbow and Pomme — will continue to grow and that this will "underwrite a further improvement in group pre-tax profit during the second half."

After a tax charge much higher at £1.91m, compared with a previous £724,000, earnings per 25p share at the half-way stage are given as 50.74p, against 30.73p. In order to bring the

pattern of interim dividends more into line with that adopted by the majority of UK listed companies, the directors have declared a single interim of 9.5p net. This is compared with two interims last time of 2.94p each — last year's final was 6.72p making a total of 12.6p.

Sales amounted to £44.27m, against £34.82m, for the six months and trading profits were £5.14m (£3.32m). These were split as to cider £7.46m (£4.72m), spirits £426,000 (£350,000) and wines and spirits £256,000 (£247,000).

The pre-tax figure was struck after interest charges, down from £862,000 to £701,000, and exceptional debits of £202,000, compared with £377,000.

The directors say that results owe much to the strength of the company's cider brands, further improvements in productivity and operating efficiencies throughout the group, and a

significant reduction in interest charges.

Peculiar profits improved by 22 per cent, helped by the strength of the dollar but those from wines, spirits and other drinks by only 4 per cent.

Perrier continued to make progress, but trading conditions in the UK wines and spirits markets remain depressed. Considerable increase in the value of wines and spirits sales arises, mainly from inclusion of sales of Domecq brands for the first time, directors point out.

However, the increase in sales has not been reflected in profits. The directors are calling for an extraordinary general meeting early next year to consider a special resolution to sub-divide each of the authorised and issued 25p ordinary shares into five ordinary of 5p each, in the light of the recent "significant rise" in the company's share price.

See Lex

RKT rises to £1.4m: lifts payout

INCREASED second-half taxable profits of £741,000, compared with £589,000, left knitwear manufacturer, textile merchant and property investor and dealer Robert Kitchen Taylor ahead at £1.36m for the year to September 30 1982, against £442,000. Turnover advanced from £16.99m to £22.41m.

With earnings per 10p share given higher at 14.5p (8.1p) the final dividend is being raised from 7p to 8p making an increased total for the year of 11p (10p).

The directors say that with reasonable order books the year ahead appears promising, and they expect that merchandising will again do well. Expansion in

the U.S. has been a feature of manufacturing and this will continue. The growing property trading section has made a good start to the current year, they add.

Taxable profits were struck after interest of £598,000 (£608,000) and tax took £707,000 (£130,000). Minority interests came to £64,000 (£4,000), and last time there was an extraordinary credit of £335,000.

Current cost adjustments reduced the pre-tax profits to £1.18m (£280,000).

● comment

Robert Kitchen Taylor maintained its recovery as indicated

at half-time and looks set to continue progress towards the £2m peak seen four years ago. Not only is it building up a property investment cushion, with Chart Street alone producing annual rental income of £437,000, and pursuing some good dealing opportunities, but its traditional activities of textile and knitwear manufacture and merchandising and coming back to life. Thermal underwear and sweat shirts are very much in vogue while there is strong overseas demand for its up-market knitwear. Improved cash-flow is helping keep borrowings well under control. With £1.8m pre-tax possible in the current year the prospective fully taxable p/e is below 7.

There was a trading profit of £2.93m against £238,000. Net interest payable was £1.29m (£1.31m), and tax was up from £138,000 to £318,000, leaving attributable profits of £338,000, compared with losses of £1.83m. A total of £182,000 (£213m) was transferred from reserves.

Capital expenditure during the year totalled £5.65m, but there has been no material change in the group's cash position. Looking ahead, Mr Pratt says trading conditions will continue to be uncertain in 1983 with the volume and price being unpredictable in general. He expects the trading pattern during the year to follow that of previous years.

The aim is to secure further increases in productivity which should be the outcome of strong capital expenditure, and to depend on a more stable pricing structure than is the case at the present time, he says.

On a CCA basis, there was a pre-tax loss of £1.05m (£3.36m).

● comment

Redfearn National Glass' returns to pre-tax profits clearly pleased the market, the shares gaining 10p to 122p. But the company itself probably expected a better outcome than this when the year began. The trouble was that the 6 p per cent price increase of a year ago stuck for a more than two months, and discounting since then has been continuous. United Glass and Redfearn have been unable to make the announcement of a price increase of about 5 per cent; Redfearn will most likely follow suit, but neither can hope to exceed the

The loss from the PET division is very disappointing, but now that Redfearn is manufacturing all its own preforms, RN Plastics should break even this year. Import penetration is on the increase, and in particular the Austrians seem to be winning big Schweppes contracts that used to go to English based companies. Despite absorbing over £1m in redundancy costs Redfearn is not letting its size sleep in its hand, with further job losses a probability. The sad truth is that, if and when demand does pick up to the levels seen before the recession, the industry as a whole has lost out permanently in market share to alternative forms of packaging. The maintained dividend yields of 10 per cent which should keep the high income funds happy with RKG.

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MINING NEWS

Return to profit as Redfearn rallies

A SWING back into profit is reported by Redfearn National Glass for the 53 weeks to October 3 1982. The figures show pre-tax profits of £578,000 against losses of £1.49m in the previous year. At the interim stage, this glass and plastic container manufacturer, was £524,000 in the red.

Mr John Pratt, the chairman, says the year-end figures, though depressed by redundancy payments amounting to £1.06m paid during the first half, represents a "significant and welcome" improvement in another difficult trading year.

Sales for the year totalled £66.1m, an increase of £4.4m on the previous year. He says industry sales for glass containers declined by a small percentage, although the depressed state of the group's markets was mirrored by the situation in Europe as a whole.

The total dividend is unchanged at 8.25p with a same again final of 5.25p net. This absorbs £310,000. Stated earnings per 25p share were 6.79p (26.89p) against 2.94p (26.89p).

There was a trading profit of £2.93m against £238,000. Net interest payable was £1.29m (£1.31m), and tax was up from £138,000 to £318,000, leaving attributable profits of £338,000, compared with losses of £1.83m. A total of £182,000 (£213m) was transferred from reserves.

Capital expenditure during the year totalled £5.65m, but there has been no material change in the group's cash position.

Looking ahead, Mr Pratt says trading conditions will continue to be uncertain in 1983 with the volume and price being unpredictable in general. He expects the trading pattern during the year to follow that of previous years.

The aim is to secure further increases in productivity which should be the outcome of strong capital expenditure, and to depend on a more stable pricing structure than is the case at the present time, he says.

On a CCA basis, there was a pre-tax loss of £1.05m (£3.36m).

● comment

Redfearn National Glass' returns to pre-tax profits clearly pleased the market, the shares gaining 10p to 122p. But the company itself probably expected a better outcome than this when the year began. The trouble was that the 6 p per cent price increase of a year ago stuck for a more than two months, and discounting since then has been continuous. United Glass and Redfearn have been unable to make the announcement of a price increase of about 5 per cent; Redfearn will most likely follow suit, but neither can hope to exceed the

The loss from the PET division is very disappointing, but now that Redfearn is manufacturing all its own preforms, RN Plastics should break even this year. Import penetration is on the increase, and in particular the Austrians seem to be winning big Schweppes contracts that used to go to English based companies. Despite absorbing over £1m in redundancy costs Redfearn is not letting its size sleep in its hand, with further job losses a probability. The sad truth is that, if and when demand does pick up to the levels seen before the recession, the industry as a whole has lost out permanently in market share to alternative forms of packaging. The maintained dividend yields of 10 per cent which should keep the high income funds happy with RKG.

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Bond beats challenge at Pacific Copper meeting

BY KENNETH MARSTON, MINING EDITOR

MR ALAN BOND reinforced his board control of Pacific Copper at yesterday's annual meeting of the small Australian coal mining company, successfully resisting attempts by two rival nominees to win directorships, reports Lachlan Drummond from Sydney.

The level of support for the two outsiders — Mr Peter Revell-Smith of London and Mr Bart Ryan, the former chief executive of Consolidated Gold Fields in Australia — however, suggests that the controversial proposal for Pacific to buy the Rhonda Colliery from the Bond group's Endeavour Resources may have a rough ride should it be recommended by Pacific and then put to the vote at an extraordinary meeting.

The Revell-Smith and Ryan nominations were defeated by healthy enough margins — about 5.4m shares in favour and 7.4m against. But in the case of an extraordinary meeting the Bond group holdings of 3.1m shares would be removed from the vote.

Representing interested parties, and thus the pro-Bond support, would probably fall below that gained by the Revell-Smith and Ryan camp. After yesterday's meeting at which two Bond representatives were re-elected and two more added to fill vacancies, the Bond Corporation interests have five of the seven seats in return for 20 per cent of the shares directly held.

The meeting generated considerable heat over the Rhonda Colliery question but gave little light with Mr Bond refusing to answer questions on the basis that as a decision on taking up the colliery purchase option had not been taken by the independent directors, it was not the business of the annual meeting.

Some 83 per cent of the Pacific capital was voted at the meeting, underlining the intense lobbying undertaken by both sides and the seriousness with which Mr Bond took the challenge.

Mr Newman bases his forecast

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Companies and Markets

WORLD STOCK MARKETS

Dow falls back below 1000

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JOBS COLUMN

Harrowing query • Executive directors' pay

BY MICHAEL DIXON

PROTESTS that the United Kingdom is still effectively run by an elite from certain exclusive "public" schools, usually Eton and Winchester as the two schools responsible. Observing this, a reader who must be named has raised a question.

Although he has for years been recruiting graduates for industry and commerce, he has never come across a graduate job-candidate who had gone to Harrow. Accordingly, he suspects that:

1.—Either Old Harrovians do not go into industry and commerce, or

2.—Those who do, don't graduate beforehand.

He would be interested to hear of other Jobs Column readers' views on that hypothesis. And so would I. But in the meantime I'd like to suggest that there is at least one other possible explanation.

It is that such graduate Old Harrovians as go into industry and commerce, do not enter by way of the common channels of recruitment. It may be that, to a greater extent than even Old Etonians or Wykehamists, Harrovians are responsible for the legend of the company chief who at 9.30 one morning sent for his general manager and introduced him to a stily groomed young man.

"This gentleman has just joined the company," the chief said. "I want you to take him away and rub his nose in all

the everyday work we do. Don't spare him, because I'm determined that he should have a thorough grounding. Then bring him back here in time to take his seat at the board meeting this afternoon."

Modest reality

WHATEVER legend might say, however, the money rewards of directors' jobs in the generality of British industry and commerce do not seem overwhelmingly attractive these days. The table alongside gives some results of a survey made in September and just published by the Reward Organisation in conjunction with the Institute of Directors.

My figures relate only to fully executive board members—managing directors and all other types of subordinate director, taken together—broken down according to the size of their company's turnover. Anyone wanting detailed information on the survey's findings should contact Bill Coudrey of Reward (1 Mill Street, Stone, Staffs ST15 8BA; telephone 0785 814554).

As well as basic salaries, the table shows total rewards including bonuses and so on received in money. If the people in each category were ranked by their rewards, the lower quartile would be the pay of the person a quarter of the way up from the bottom, the median that of the one in the middle

Size of organisation by turnover

	Lower quartile		Median		Upper quartile	
	Basic salary	Total money rewards	Basic salary	Total money rewards	Basic salary	Total money rewards
UNDER £1M						
Managing director	10,500	12,000	13,500	14,500	19,000	20,450
Other directors	9,400	10,000	11,500	12,050	14,000	14,540
£1M - £3M						
Managing director	17,000	18,700	19,750	20,400	22,500	24,500
Other directors	12,500	13,500	15,000	16,575	18,250	20,000
£3M - £10M						
Managing director	19,000	20,000	21,400	24,100	26,000	28,496
Other directors	14,000	15,219	16,333	17,572	19,100	20,500
£10M - £25M						
Managing director	23,250	25,000	26,500	27,500	30,242	34,480
Other directors	15,500	16,085	18,125	19,833	22,875	22,950
£25M - £75M						
Managing director	22,375	24,000	29,250	32,424	34,563	37,500
Other directors	17,200	18,000	20,000	21,020	24,000	28,250
£75M UPWARDS						
Managing director	25,963	29,838	35,843	40,000	45,000	52,000
Other directors	20,000	21,718	25,000	28,000	33,250	34,688
ALL ORGANISATIONS						
Managing director	15,000	17,000	20,000	22,000	25,200	28,597
Other directors	13,850	14,625	17,200	18,143	21,900	23,000

and the upper quartile that of the one a quarter of the way down.

Since the figures tell their own story, all I will add is that the Jonathan Wren survey in the summer showed the average non-variable cash rewards among general managers of City of London banks to be £56,250. And on top of their

cash pay, senior City bankers tend to have perks often valued at half as much again.

Chief dealer

£30,000 plus usual City perks are being offered by Dudley Edmunds of Robert Half Personnel (UK) for a chief dealer to market in London the foreign-

exchange services of a 50-year-old international bank, changing from representative office to full branch status here.

Candidates who have successfully managed as well as practised trading should contact Mr Edmunds at Lee House, London Wall, London EC2Y 5AS; Tel. 01-606 6771. Being unable to name his

client, he guarantees confidential treatment to applicants who so request.

Name-seller

SO DOES Anthony Barker who is quoting about £25,000 plus bonus, car etc. for a London-based managing director in brand-licensing. The employer's licensed brand already covers numerous fashion goods, cosmetics and household textiles world-wide, and the recruit will lead a small team in extending the range of products covered.

Candidates should be skilled in marketing consumer goods, understand retail selling and preferably have experience of negotiating abroad as well as in the UK.

Inquiries to Anthony Barker Consultants, 67-68 New Bond Street, London, W1Y 9DF; Tel. 01-408 1612. Telex 299004.

Eminence

RICHARD ADDIS of Tyzack and Partners (10 Hallam Street, London, W1N 6DL; Tel. 01-580 3824, Telex 21120) seeks an impressive, analytical, skilled administrator to be director-general in London of the Fertiliser Manufacturers' Association. Salary around £20,000, plus car.

The column now starts its Christmas break. Compliments of the season. See you again, I hope, on January 6.

Eurobond Executives - International Corporate Finance

Following expansion of the International Corporate Finance Department of J. Henry Schroder Wagg & Co. Limited in the last few years, we are looking for a number of executives who will join the existing team responsible for international issues and other international corporate finance transactions. In the first eleven months of 1982 the Schroder Group has managed 82 issues raising in excess of the equivalent of US\$5 billion.

The successful candidates are likely to be aged between 24 and 27, will work closely with a Director or a senior executive of the Bank, and will either have a good university degree, professional qualification, or equivalent. Knowledge of a foreign language would be a considerable advantage. Candidates should have a minimum of two years' experience in corporate finance, ideally with an emphasis on capital markets, and should have gained a good understanding of their structure and operation. The work will involve a fair degree of travel.

The remuneration package, inclusive of an attractive range of benefits, is competitive and the job offers considerable potential for development while career prospects within the International Corporate Finance Department and within the Bank and Group generally are excellent. Applications in writing with full curriculum vitae should be made, quoting reference FT1, to:

Mr John R. Lambert
Head of Staff and Administration
J. Henry Schroder Wagg & Co. Limited
120 Cheapside, London, EC2V 6DS.

 **Schroders**

Executive - International Corporate Finance

As a result of a number of equity placements over recent years for new companies sponsored by the Schroder Group, we are looking for an executive to join the International Corporate Finance Department of J. Henry Schroder Wagg & Co. Limited to work closely with a Director of the Bank in this expanding activity.

The successful candidate is likely to be aged between 24 and 27, should have some knowledge of international investment markets, preferably of both equities and property, and be capable of taking a global view of investment alternatives. He/she may have had three or four years' experience with a U.K. stockbroker or merchant bank and will have a good university degree or professional qualification. Ideally, the successful candidate will have experience of using computers and an aptitude for marketing.

The remuneration package, inclusive of an attractive range of benefits, is competitive and the job offers considerable potential for development while career prospects within the International Corporate Finance Department and within the Bank and Group generally are excellent. Applications in writing with full curriculum vitae should be made, quoting reference FT2, to:

Mr John R. Lambert
Head of Staff and Administration
J. Henry Schroder Wagg & Co. Limited
120 Cheapside, London, EC2V 6DS.

 **Schroders**

Financial planning and systems

Cardiff based, to £19,000 + car



In order to meet the increasing demand from our clients we are expanding our Financial Planning and Systems Group. To that end, we are seeking outstandingly able and ambitious accountants with manufacturing or commercial backgrounds who are looking for wider experience and further challenges.

Consultancy in our Financial Planning and Systems Group will expose you to a wide range of high level and challenging technical and business problems. You will deal with management at all levels, sharpen your problem-solving skills, have the opportunity to progress rapidly and work with consultants from other disciplines.

FPS's work includes:-

- financial planning and profit improvement studies, working with corporate strategy, production and other specialists
- systems assignments, involving the development and implementation of sophisticated planning and control systems, including management information, costing and accounting systems, often computer-based
- financial analysis, including investigations, economic and feasibility studies, working in conjunction with our economists and marketing consultants.

You will be a qualified accountant aged 30-34 and probably a graduate, have a record of success, ideally in more than one industry or commercial sector; have a flexible, enquiring, creative but practical mind; and the will to succeed. There will be travel in the UK and also opportunities for travel overseas.

Résumés including a daytime telephone number to Alan Latham, Executive Selection Division, quoting Ref. F20/70.

Coopers & Lybrand associates

Coopers & Lybrand Associates Limited
management consultants

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London EC2V 7DO.

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THEN YOUR FUTURE COULD BE WITH US

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That is now changing. We are in the process of broadening our horizons and one of the first major markets outside the USA we wish to address is the United Kingdom. We are in the process of setting up our UK subsidiary and we are looking for the first key person who could make it successful for us.

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Based at European headquarters in Isleworth, this position provides a vital link between marketing and controlling and offers someone of graduate level the opportunity to fully utilise their skills, experience and abilities in contributing to WANG's continued growth. Working in the Strategic Marketing/Controlling Department, you will continually analyse the marketplace to identify product trends, market movements, pricing strategies, etc. You will then use this data for developing pricing proposals for WANG's European Management.

Marketing experience with at least one major computer manufacturer is required and experience in system engineering, word processing and pricing issues would be an advantage. Knowledge of a European language other than English is essential. Excellent salary + benefits.

Interested applicants should send full cv to Christine St. Clair, WANG European Division, 664 London Road, Isleworth, Middlesex. Tel: 01-560 4151, or contact her for an application form.

WANG

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LONDON to £20,000

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Initially reporting to the Managing Director, responsibility will be to further develop the company's internal controls and computer systems in line with expansion and to improve management reporting.

The requirement is for a qualified accountant with sound systems and management experience. Knowledge of the travel business is desirable but not essential.

Reply with full c.v. to:

Paul Beer F.C.S.

H. W. FISHER & CO.

Chartered Accountants

69/76 Long Acre, London WC2E 9JW

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Investment management experience is essential and some knowledge of international stockmarkets desirable. Age should be between 25 and 35. The prospects are extremely attractive.

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To apply, please write giving full personal and career details to:-

THE SENIOR PARTNER

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EDINBURGH EH2 4HA

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OUTSTANDING CAREER OPPORTUNITIES

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We require two strongly motivated men or women, preferably graduates with a corporate banking/financial background, who will be expected to operate at a senior level in the company within six months. Specific experience in the leasing industry would be an advantage but is certainly not a prerequisite.

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Interested applicants should telephone David Altschuler or Howard Kitchner or write, stating full academic and career details, to:

 **National Leasing & Finance Co.**

60 LONDON WALL, LONDON EC2M 4TU. TELEPHONE No. 01-409414.

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P. J. R. MILLER ESQ.

P.O. BOX 84, 51 MEADOWSIDE, DUNDEE DD1 6PQ

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Reporting to the General Manager you will head the financial and commercial functions. Initially your prime task will be to develop the Board's policies, improve management information systems and develop planning and budgetary methods in conjunction with line management, including the development of computer based systems. You will also have responsibility for personnel and administrative matters.

You must be a qualified accountant and should have extensive practical experience in accounting, management and the introduction of computers.

A starting salary in excess of £13,500 is envisaged.

Interviews will be held in early February and the appointment will be effective from 1st April, 1983. A summary of relevant experience and personal details, marked Confidential, should be sent to General Manager, Isle of Man Electricity Board, Harcroft, Douglas, Isle of Man. Closing date 10th January, 1983.

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An outstanding opening, outside of banking, for bankers with extensive operations experience. Successful candidates are likely to be at AVP or VP level, in the age range 30 to 49 and conversant with IBM systems.

Please contact: Paul Trumble

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Salary £15/20,000

A well known international bank with a good name in the money markets is seeking to increase its activity in trading spot currencies, accordingly they wish to interview bright young dealers capable of making a valuable contribution in this area.

Please contact: David Little

BOND DEALER

Salary £15,000

Outstanding opportunity for an ambitious young dealer to join a small team and capitalise on his/her experience trading US or Japanese convertibles.

Please contact: David Little

LEASE MARKETING EXECUTIVES

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Due to expansion of their UK leasing division, opportunities exist for two ambitious young leasing executives (aged 24-35 years) to market the big ticket leasing services of this major international bank.

Essential is a proven track record in negotiating, pricing and structuring leasing transactions in the £1m + range. Candidates must be well motivated, articulate and preferably possess a relevant degree, MBA or ACA.

Please contact: Brian Gooch

Jonathan Wren

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Our gilt-edged department is looking for a specialist in monetary/financial economics. The person we are seeking will be required to assist in the formation of the department's views on the trend of business activity, balance of payments, inflation, money stock and interest rates and to communicate them to our institutional clients.

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In the first instance, contact
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Academic Registrar's Department, The City University, Northampton Square, London, EC1V 0HB (Telephone 01-253 4399 ext 3035) Please quote reference Closing date: Monday, January 17th 1983.



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Job description and application form, returnable by 7 January, from the Personnel Office, County Treasurer's Department, County Hall, Maidstone. Phone (0622) 671411 ext. 3574.



KENT COUNTY COUNCIL

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Applications, in writing, giving full career details should be sent to:-

The General Secretary, Barclays Group Staff Union
Oathall House, Oathall Road, Haywards Heath
West Sussex RH16 3DG
to arrive not later than 14th January 1983

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A written curriculum vitae with the names of 2 referees should be sent to the University Secretary, University of Stirling, Stirling FK9 1LA. Tel: 07776 4411. Fax: 07776 4412. Applications should be sent to the University Secretary, University of Stirling, Stirling FK9 1LA. Tel: 07776 4411. Fax: 07776 4412.

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APPOINTMENTS

APPOINTMENTS

Deputy chairman for Thomas Tilling

Sir Arthur Norman has been appointed deputy chairman of THOMAS TILLING. Sir Arthur has been a non-executive director of Tilling since 1979. He is chairman of De La Rue and a director of Sun Life Assurance, Whitbread and SKF (UK). Sir Arthur's appointment as deputy chairman is in preparation for the forthcoming retirement of Sir Robert Taylor, the present chairman, who has reached the age of 70 years. It is the intention of the Tilling board that Sir Arthur should be appointed chairman of Tilling when Sir Robert retires after the company's annual meeting in May.

Mr Robin Schlee, the company secretary of JOHN SWIRE AND SON, the London-based parent company of the Scire Group, is retiring on December 31. Mr Michael Ferguson has been appointed company secretary in his place in addition to his present position as group financial controller.

Mr R. A. Wilson, managing director of The Nestlé Company, has been elected the next president of the FOOD MARKETING FEDERATION from January 1. Sir James Clesminson, having served as president for the past three years, ends his term of office on December 31.

Mr J. D. Sullivan, a non-executive director of LEITIL SILLAVAN GROUP, has been appointed chairman of the board in place of Mr A. E. Whitworth who remains as managing director. Mr R. E. Stewart has been appointed to the board as a non-executive director. Mr D. T. Hulse has been appointed secretary of the company.

BPCO has made the following appointments at MACDONALD AND CO. LONDON. Mr J. M. LISHERS (from January 1. Mr Tim Hely-Hutchinson is appointed managing director. He is previously sales and marketing director. He was previously sales director of Sphero Books and export consultant to Thomson Books. Mr Edmund Fisher, managing director, will remain with the company as editorial consultant. Mr J. M. MacDonald's paperback imprint. Mr Ron Hobbs, a director of BPCO, has main board responsibility for Macdonald and Company (Publishers).

Mr Michael J. Fearey has been appointed chief executive and a director of FORD AND WESTON HOLDINGS. He had been managing director of Ford and Weston

(South West). He becomes executive chairman of this company and of Derby construction company, Ford and Weston, and chairman of Ford and Weston (Contract Services), and G. H. Robinson and Son, two other group companies. Mr Graham Long has become managing director of Ford and Weston (South West) and Mr Robert Barton, director and general manager of Ford and Weston Ltd.

Mr Tim Myers, former managing director of W. S. Crawford, has been appointed general manager (marketing) designate of the ALLIANCE BUILDING SOCIETY. He will be replaced by Mr Myers, who was previously with Giers, Gries, and Poole, Cene and Belding.

LUCAS INDUSTRIES has appointed Mr R. Brown a director from January 1. He was appointed a director of Joseph Lucas Ash and Son, a company of the group, and a member of the Lucas executive in 1977. In August 1979 he was appointed director and general manager of Lucas Electrical.

Mr J. A. Noble has been appointed secretary from January 1. He was director and company general manager of Lucas Industrial Systems, then registered as SMEI Limited. Mr Noble relinquishes his executive appointment and responsibilities with Lucas Industrial Systems on assuming his new group appointment on January 1 and also joins the board of Lucas Group Services.

Mr H. D. Spottiswoode relinquishes his responsibilities as secretary, Lucas Industries, on his retirement on December 31.

Mr Leon Rowden, chairman, and Sir John Liddery are both retiring from the board of INVERGORDON DISTILLERS at the end of the year. Mr H. Charles Craig, managing director since joining the company in 1967, is to succeed Mr Rowden as chairman and Dr Chris Greig, an executive member of the board, will become managing director. Both appointments take effect on January 1.

FIDELITY RADIO has appointed Mr Steven Dickman chairman and managing director. These positions were held by his father, Mr Jack Dickman, until his death on December 2. Mr Steven Dickman was previously deputy managing director.

Mr George Ashton has been elected chairman of the COUNCIL OF THE MACHINE TOOL

INDUSTRY RESEARCH ASSOCIATION in succession to Mr W. R. Vaughan who has held the post for the past eight years. Mr G. A. Ashton is the technical director of the T.M. Group and chairman of T.M. Machine Tools. The Council is the governing body for MTIRA, which is the UK centre for machine tool technology.

The Home Secretary has appointed Dr John Kilgour, at present director of coordination at the World Health Organisation, to be director of PHARMACEUTICAL SERVICES from October 1. He succeeds Dr Ronald Ingey, who took over as acting director on the resignation of Dr James Orr in July last year. Dr Ingey's term is due to retire by the end of next year.

SCOTTISH EQUITABLE LIFE ASSURANCE SOCIETY has appointed Mr David A. Berridge general manager of the Society. Mr Berridge was assistant general manager (finance) responsible for the investment portfolio.

Mr John Seal has been appointed a director of LONDON GALVANISERS, part of the Joseph Ash and Son group, from January 1. Mr Seal works manager of London galvanisers and Blackwell Galvanisers.

Mr David Cooper has been appointed director of the METAL PACKAGING MANUFACTURERS' ASSOCIATION. Formerly marketing director of the Serek Group's industrial valve division, he takes up his new post on January 1.

Mr Stephen Cavey, who joined the company in 1970, has been appointed a director of SAFFVIEW ESTATES (HOUSING).

NEI has appointed Mr K. G. H. Binning director, government relations from January 4. Mr Binning will be responsible to Mr C. R. Thompson, chairman of NEI International, and will join the board of NEI International, the international marketing operation of NEI.

SONOCO UK has appointed Mr Alec Coverley, Mr Andrew Gribner and Mr W. A. (Bill) Jones as directors.

YOUNG ENTERPRISE has appointed a new chairman, Sir David Cheek, former Equity to the Duke of Edinburgh and Private Secretary to the Prince of Wales. Since 1979 he has been a director of various companies, including ESI Plc, London, and a non-executive director of several subsidiary companies of British Electric Traction. He succeeds Dr Frank Taylor who has resigned for health reasons.

Mr David M. Anderson has been appointed a director of THE ENTERPRISE INVESTMENT TRUST. He is financial director of Austin Reed Group.

CONTRACTS

£2.8m tunnel work for Mowlem

The main contract worth £2.8m to repair the lining in the centre section of Blisworth tunnel, on the Great Oulton canal in Northamptonshire, is one of the largest contracts awarded by British Waterways Board, and has been won by JOHN MOWLEM AND CO.

About 1,000 yards of brick lining, the centre third of the 11 mile tunnel, will be replaced with precast segmental concrete units. Blisworth tunnel, on the principal waterway route between London and the Midlands, has been closed to traffic since the autumn of 1980 and is expected to be re-opened in about two years time.

DEGREMONY LAING has won an export contract worth nearly £1m to supply and install mechanical and electrical equipment at Koron Treatment Works in Cyprus. The works are part of a project starting soon to provide water for Nicosia and for irrigation in the Vasilikos and Pendaris valleys. The contract was awarded by the Water Development Department of the Ministry of Agriculture and Natural Resources in Cyprus. The plant, which will feed from a dam reservoir, is designed to produce 32,000 cu metres/day of treated water. A wash-water recovery system, chemical dosing equipment and sludge thickening facilities are also included. The contract is also installing all the electrical, including the domestic supply, around the plant area. The plant is due for operation in the summer of 1982.

At the same time as the inauguration of the satellite earth station last month, the Nepal Telecommunication Corporation formally opened its first automatic telex service with a System 5600 supplied by PLESSEY CONTROLS under a contract valued at about £750,000.

Export orders worth over £600,000 have been won by the measurement and inspection group of FERRANTI for its advanced Bridge range near the port of Shuiba, Kuwait. The order has been given to FHB Weserhutte by the Kuwait

Bedford dealer, Mohammed Faleh Al-Hajari Establishment of Al-Bahar, Saudi Arabia, has placed a 10-wheel order worth £390,000 for a new extra-heavy-duty BEDFORD 60-tonne gross-combination-weight 6 x 4 tractor. Further development of Bedford's longer wheelbase rigid models for other heavy-haulage applications will follow, including a rigid 8 x 4 upper chassis and a rigid 10-wheel capacity bodywork (for at least 25-tonne gvw).

FHB WESERHUTTE, the West German group specialising in mining and mechanical handling equipment, has won another big order from the Middle East. The new deal, worth about £1.45m (£1.14m) is for construction of a complete storage and handling system for solidified sulphur near the port of Shuiba, Kuwait. The order has been given to FHB Weserhutte by the Kuwait

industry to check the dimensions of machined or manufactured parts. Orders have been received from Australia, Asia and Europe. Several orders have also been received for the smaller cantilever-type CMM manufactured by Ferranti.

The Albert Mann division of WELLMAN MECHANICAL ENGINEERING has secured a contract from Aluminum Bahrain for the supply of a Loma-Mann automated billet saw complete with ancillary equipment worth over £500,000.

Four orders worth in the region of £200,000 for the GABLE computer aided design system for architects have been received by QUEST GENESYS. The customers are Cunningham Glass Partnership, Glasgow; Leicester Polytechnic; South Eastern School of Architecture, Aberdeen; and the Warley College of Technology, Smethley. QUEST GENESYS, a specialist in Building Layouts and Evaluation) has been developed specifically for architectural work. It uses a computer to increase the production rate of final drawings and to improve the quality of final design.

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National Petroleum Company. Two years ago the company gained a similar contract from Qatar.

E. FLETCHER BUILDERS (MIDLANDS), the Stoke-based building arm of London and Northern Group, has been awarded contract worth more than £2m for housing projects in the Midlands. In contracts worth £250,000 it will construct 20 bungalows, the Metropolitan Borough of Wolverhampton and 15 flats for Normid Housing Association in the Wolverhampton area.

In two contracts valued at around £1.5m Fletcher will construct 88 low-cost houses in a joint venture build for SAHVA scheme in conjunction with the Metropolitan Borough of Wolverhampton and carry out a housing and social housing scheme for the North British Housing Association at Barnage, Manchester. The scheme consists of 68 flats together with office and laundry facilities.

A contract worth about £400,000 for the supply of heating and ventilating equipment for the top side of Bristol's Beattie B platform has been won by OSV. Equipment supplied by OSV includes four air conditioning units, four fans, four control dampers, heaters, air handling units and air conditioning packages.

Under the Department of Industry's pilot project scheme, FUTURE TECHNOLOGY SYSTEMS has been awarded £250,000 to develop an electronic office for Leicestershire Constabulary headquarters and its regional offices. The initial proposal, to be implemented early in 1983, is for stand-alone systems based on Future Technology Systems' Series 88 workstations. Seventeen systems will be installed over the next two years, eventually providing a full network capability across a central information store.

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RACING

BY DOMINIC WIGAN

CONTRARY TO expectations and to what the form book had promised, Little Owl made short work of Bregawan in their match for yesterday's Tommy Whittle Chase at Haydock.

Sent on from the penultimate fence, the 1981 Cheltenham Gold Cup winner held a small lead over the long odds-on Bregawan at the final fence. From there, the winner asserted himself in spectacular style, drawing well clear of the runner-up, who had jumped to the right at a number of fences.

Little Owl is still available at

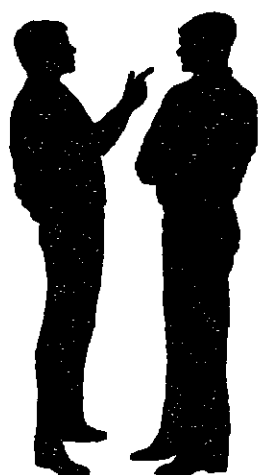
7-1 for the 1983 Cheltenham Gold Cup with the Tote but Ladbrooke was more impressed and has trimmed his odds to 4-1.

BUSINESS LAW

Three bad doctrines

BY A. H. HERMANN, Legal Correspondent

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77, London Wall, EC2M 1DB.		01-423 7275
Local Authorities Mutual Invest. Tr.		
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INSURANCES

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OFFSHORE AND OVERSEAS

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BROKERS, DEALERS, UNDERWRITERS & DISTRIBUTORS

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135	Ayer-Ham \$M1.	173	095c
136	Deer...	82	1.00
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FINANCIAL TIMES SURVEY

Although life has been a great deal smoother than in the industrial West, the country is nevertheless facing internal problems such as the decline of traditional industries and a slowdown in the growth rate

Growth starts to mark time

By CHARLES SMITH, Far East Editor

TO THE AVERAGE hard-pressed Western businessman, as well as to his colleagues in the investment community, Japan appears today to be experiencing an enviable amount of prosperity.

The economy is still growing, although by no means so fast as the Government predicted at the start of 1982. Consumer prices rose by less than 4 per cent in the first nine months of the year, and the current account of the overseas balance of payments is in surplus (although here again the figures are not quite as large as at one time expected).

Add to all this a rate of unemployment which is still marginally below 2.5 per cent of the labour force and it would seem impossible to deny that, by the standards of most other industrial nations, Japan has remarkably few problems and a good deal to be grateful for.

Pride

The Japanese themselves are not unwilling to admit that life has been a good deal smoother during the past year for almost anyone who lives and works in the great industrial cities of Tokyo, Osaka and Nagoya, than it probably has been for workers in the industrial west.

The "strong fundamentals" of the Japanese economy seem to be a matter of pride to officials at major economic ministries such as the Ministry of International Trade and Industry (the well as to Japanese central bankers who frequently

cite them as a reason why the yen exchange rate ought to be a great deal stronger than it recently has been).

Despite frequently voiced confidence in the overall state of the economy, however, there are signs that things may not be quite as good as they appear to be on the surface. Japan, in fact, finds itself in the odd position of performing impressively by the standards of most other industrial nations yet facing some fairly severe internal problems of its own.

One of the most obvious indications that all is not as well with Japan's economy as the macroeconomic indicators might suggest, is the way actual economic performance during the year or so has diverged from what the Government originally intended.

Japan's economic growth rate was more or less on track during the first half of fiscal year 1981 (the six months running from April to September of last year) although the main source of expansion turned out to be not the revival of domestic demand the authorities had forecast, but a continued rapid growth of exports.

From October of 1981 onwards, however, both growth and exports fell and for the year as a whole actual performance fell well short of earlier expectations.

Fiscal 1982, although still four months from its end, has shown all the signs of repeat-

ing last year's disappointing experience.

The Government began the year with the brave (but widely disbelieved) prediction that the GNP could return to the medium-to-fast "growth track" of just over five per cent that Japan had set itself in a seven-year economic and social development programme published just after the second oil crisis.

By the beginning of October officials had revised their guesses down to 3.4 per cent and a majority of private forecasters were saying that Japan would be very lucky indeed to escape a second year of less than three per cent growth.

Slower than expected — if still by no means minimal — GNP growth has had the effect of creating serious disarray in Japan's domestic finances (by causing a series of major tax shortfalls in both 1981 and 1982 that forced the announcement of additional "special borrowing programmes and supplementary budgets"). It has also meant that Japanese unemployment, though still low by other countries' standards, has climbed during the past few months to its highest point in two decades.

The immediate impact however, of the growth shortfall on employment and the budget may have been less important than what seems to have been its effect on Japan's national psychology. During the last six to 12 months Japan has shown an uncharacteristic lack of self-confidence by publicly asking itself (in the form of a debate between rival economic theorists in the Government and the private sector) just how fast the country should expect to be able to grow in future, and what may happen if growth rates do indeed slow drastically.

Officials at the Economic Planning Agency as well as some leaders of the ruling Liberal Democratic Party have been arguing vigorously since early this year that Japan must get back onto a growth track of at least four per cent on the grounds that anything less than this would endanger the country's ability to provide relatively full employment and to cope with the problems of a rapidly ageing society. Japanese business leaders, who tend to be highly sensitive to any danger of tax increases, have taken a strongly opposing view.

It is argued in the business world that Japan would be throwing good money after bad if it tries to stimulate the economy by "unrealistic" reflation policies. Business leaders also maintain that a nation which now accounts for roughly ten per cent of global GNP must accept a link to the extent to which it can depart from "norms" set by the rest of the world so far as growth rates are concerned.

Exports

The debate about future Japanese growth rates has a direct relevance to the country's international economic relations (and therefore also for Japan's trading partners) since it was exports, rather than domestic demand, that served to keep the economy growing during the two years that ended in October 1981. Argument, however, also turns on a number of major domestic issues.

One of the more notable is the question of whether Japanese industry has a "structure" which can continue to support medium-to-rapid growth over the next few years without becoming seriously distorted.

A striking feature of the

Japanese industrial scene today is the divergence between the fast-growing (and heavily export-oriented) "processing and assembly" industries that have made a name for Japan in the outside world and the stagnating, and for the most part unprofitable, "materials" industries whose viability appears to have been destroyed by a structural shift in raw materials costs brought on by the second oil crisis.

Another problem which has been baffling Japanese economic planners — and which has certainly had its effect on the way industry has expanded, or failed to expand, during the past year — is the so-called "flight from goods" that has showed up in the purchasing habits of Japanese consumers.

Japanese families today seem to be increasing their expenditure on services much faster than on the products of even the newest and most glamorous products of the "processing and assembly" industries. By doing so they have increased the need of the latter to seek growth in overseas markets.

The conclusion which seems to follow from a quick review of structural changes under way in the Japanese economy — and

of the generally bleak climate in the outside world — is that Japan's growth may have to mark time for a few years while the economy adapts itself to new circumstances. To say this, however, is not the same as saying that Japanese business has entirely lost its "sparkle."

New products are being churned out at a faster rate than ever today by industries, ranging from motor cycles to audio equipment, in an attempt to stimulate flagging consumer demand. In many, if not all, industries, expenditure on research and development is also on the rise.

A final point about Japanese industry which ought to catch and hold the attention of businessmen and investors in the west is its sharply increasing interest in internationalisation. Japanese manufacturers have been aware for some time of the need to "side-track" protectionism in Europe and the U.S. by making their products on the spot in western countries instead of concentrating solely on direct exports from Japan.

More recently Japanese industry and the Japanese government seem to have realised that there may also be a good deal to be said for encouraging incoming direct foreign investment. Tie-ups between Japanese and foreign companies that take the form of the foreign partner acquiring a stake in a Japanese company in return for a transfer of technology were almost unknown until the very recent past but have recently shown signs of becoming popular.

Increasing internationalisation and a determination to reach new frontiers of technology may be no substitute for the impetus which drove Japan to achieve growth rates of over 10 per cent for almost two decades up to the early 1970s and rates of 5 to 6 per cent during much of the rest of the 1970s, but these two trends would at least seem to indicate that the Japanese still have

much to offer the rest of the world.

Whether the rest of the world can benefit accordingly may depend largely on the outcome of current talks on economic relations between Japan and its western trading partners.

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JAPANESE INDUSTRY AT A GLANCE

	PRODUCTION			EXPORTS			
	1982	1981	1980	1982	1981	1980	REMARKS
Steel (m tons)	102.9	99.0	102.0	32.5	32.2	32.5	Output falls below 100m tons for first time in a decade. No real recovery before latter half of 1982.
Petrochemicals (m tons)	3.6	3.6	3.7	0.4	0.4	0.4	Industry operating far below capacity.
Oil refineries (m kilolitres)	188.6	188.0	177.5	—	—	—	Large production cuts in third quarter of 1982.
Aluminium ('000 tons)	665	306	230	—	—	—	Production cuts caused by increased imports and high costs of domestic industry.
Synthetic fibre ('000 tons)	1,375	1,334	1,351	366	313	340	Gradual loss of competitive edge in world markets.
Electronics (Yen)	16,172	17,143	18,610	6,937	7,381	8,235	Exports of home electronic products fall in 1982. Industrial products sell well.
Cars ('000 units)	11,702	11,410	11,590	6,436	6,020	6,050	Exports hit by "voluntary restraint".
Machinery (Yen)	11,140	11,720	12,370	3,889	4,210	4,640	Exports fall sharply in first half of 1982, recover later.
Ship building ('000 GT)	8,620	7,900	5,500	6,213	6,000	4,100	Sharp fall in order book during 1982.

Sources: 1982 and 1983 production forecasts: Industrial Bank of Japan.

Note: The year for fiscal year, starting from April to March 31.

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JAPANESE INDUSTRY III

Ten reasons why MITI has a headache

HOW CONSUMPTION HAS FALLEN
(tons consumed per ¥100m of GNP)

	1970	1975	1980	1981
Textiles	1.21	0.87	0.90	0.82
Paper	10.55	9.11	9.39	8.85
Ethylene	2.96	2.78	2.88	2.50
Steel	41.01	32.28	32.60	28.87
Fertilisers	1.40	1.43	0.88	0.84
Aluminium ingots	0.74	0.78	0.86	0.81

Source: Industrial Bank of Japan.

HOW PRODUCTION GAP HAS GROWN
(output indices for main industrial sectors 1975=100)

	1977	1979	1981	1982
Processing and assembly	126.7	156.3	203.3	212.0
Basic materials	110.3	124.2	114.9	115.8
All manufacturing industries	115.4	131.7	145.0	149.7

Source: Industrial Bank of Japan.

Beyond the
'Pacific Belt'REGIONAL
DEVELOPMENT

ROY GARNER

ANYONE WHO has experienced the horrors of riding in commuter trains in Tokyo's morning rush hour is likely to appreciate why there is a growing desire among Japan's population to move out of the major cities and back to the provinces often distant, which for a large number of citizens represent their place of origin.

It is not only the physical discomforts of overcrowding and an urban environment which have led to the awakening of such emotions. After the post-war years of booming growth and sprawling industrialisation, the average citizen has managed to acquire most of the material needs of a comfortable modern life, except for one thing: a house of his own.

With land prices in the Tokyo region, for example, averaging ¥229,000 (£564) per sq metre, large numbers of urban dwellers have simply given up their dreams of owning a house and settled instead for cramped rental accommodation. There is no shortage of provincial locations able to offer a far more comfortable environment.

The problem lies in creating the necessary local employment opportunities, a task which centres on persuading Japanese industry to break away from its habit of concentrating resources in the Tokyo-Nagoya-Osaka metropolises of the "Pacific Belt".

The extent of the imbalance of population concentration can be measured by the fact that the Kanto plain alone, with Tokyo as its hub, occupies only 8.6 per cent of Japan's total area, but is home for 29.8 per cent of its 118m population. In contrast the Northern island of Hokkaido has 50 per cent of the population and 26 per cent of the land area.

Decentralisation is not, however, a new aim for the Government, which as far back as 1962 promoted the spread of "new industrial cities". Whereas in the Sixties and early Seventies a shift towards regional growth was led by energy intensive industries such as petrochemicals and steel, with their accompanying problems of environmental disruption, the present drive to localise production is being spearheaded by the encouragement of knowledge-intensive and technology-oriented activities.

Rural locations

The government hopes it can persuade prospective developers that the advantages which can be offered by many of the more rural locations so complement the needs of these newer industries that a general reappraisal of traditional location policy is in order.

The focus of such efforts is the plan being promoted by the Ministry of International Trade and Industry (MITI) for the establishment of "techno-polises": high technology towns which, it is hoped, will act as catalysts for the development of surrounding regions.

The "technopolis" concept borrows much of its substance from the Silicon Valley development in California. The plan involves choosing local cities which already have a reasonably developed industrial base, which must include some established high-technology enterprises, and a population of around 300,000. These cities will need to demonstrate an ability to attract, and provide the necessary facilities for, high-tech industries involved in such fields as integrated circuits, biotechnology, fibre optics and telecommunications.

Many of these businesses will be newly located on specially developed inland sites reminiscent of a university campus, which will offer a clean and attractive working environment. These high-technology sites will also enjoy a close liaison with the local communities especially local colleges and universities, and new research institutions will have to be developed to provide specialised R and D support.

When the "technopolis" plan was first announced in autumn 1980, the response from local prefectures was immediate and enthusiastic, with 38 cities and

districts hastily submitting outlines of their "qualifications" and proposed development plans.

Of these, 19 candidates were shortlisted by MITI as possible candidates for official designation as technopolis sites. The Government hopes that six such cities will be well established by 1990, but in the present severe fiscal climate only one or two sites are to be given the go-ahead initially, probably early in 1983.

Although local cities are very keen to obtain the "technopolis" designation, it is likely to be more of a psychological boost than a financial one. Proposed government aid will extend for 10 years and will consist of such measures as exemptions on prefectural and local taxes.

Prefectural governments will be authorised to subsidise local road construction to the tune of around ¥15m and there might also be an allowance of ¥2,500 per sq metre towards provision of sports facilities.

Negotiations are now under way between MITI and the Finance Ministry to cut interest rates for government-arranged regional development loans from the present 8.4 per cent to 7.3 per cent.

Independent local enterprise and self-help are the key qualities which the Government is encouraging, and local authorities are expected to enlist the co-operation of established businesses and local private industry in the technopolis development process, to compensate for limited central government resources.

Artificial port

One prefecture believed to have a high chance of success is Toyama, on the Japan Sea coast. During the 60s Toyama city constructed a ¥100bn artificial port with integrated zones, only to see the energy-intensive industries it had been designed to attract wither in the wake of energy crises.

Undeterred, the city chose to try a completely new tack, as a high-tech industry location. The nearby town of Yatsuo, population 20,000, which already has 30 electronics parts businesses, was chosen as the site for a Toyama technopolis, and work is already under way on its ¥9bn inland industrial park of 50 hectares, 27 of which it is hoped, will be sold by 1985. The inland site offers the plentiful clean water, and salt free air, necessary for the delicate production processes associated with high-tech products.

The prefecture also boasts one of the nation's highest levels of education, and this high availability of skilled labour was demonstrated recently when local robot producer Fujikoshi offered 22 vacancies. Over 300 young people applied, mainly natives of Toyama studying in universities in Tokyo and Osaka, and keen to return to their home prefecture to work. Local accommodation prices, which at ¥20m for 250 square metres of land plus a house are a tiny fraction of those in the major cities, and a major attraction.

Toyama is also extending its airport to accommodate the jets which it hopes may one day be transporting semiconductors and other high value-added products and, as the city grows, it even hopes its port might attract new attentions and find new uses.

Toyama is also typical of prefectures planning technopolises, in its anxiety to attract foreign companies, who are equally eligible to receive all available financial incentives. Some 40 foreign companies, many in high technology fields such as semiconductors and biotechnology have located in Japan during the past five years and MITI says 23 more are seeking suitable locations now.

Many Japanese companies seem slow to decide on the advantages of local area and the arrival of foreign companies is seen as a way to highlight these opportunities. This has been particularly true in the semiconductor island of Kyushu, which boasts a foreign company in each of its seven prefectures, and now handles 40 per cent of Japan's total semiconductor production.

Early next year representatives of the seven prefectural bodies will hold promotional meetings in three overseas cities, including New York, in a unique bid to attract further new investors.

DECLINING INDUSTRIES

CHARLES SMITH

JAPAN IS known throughout the world for its competitive strength in industries such as cars, electronics, steel and machine tools. What is less well known is that the country also harbours some hopelessly uncompetitive major industries.

Basic materials industries such as aluminium smelting, petrochemicals, paper and pulp and fertilisers have either been growing very slowly indeed or not growing at all in Japan during the past five years or so and have in addition been chalking up some spectacular losses.

The problem of how to restore such industries to health, or alternatively of how to let them disappear without causing too many awkward side-effects, has become a major headache for the Ministry of International Trade and Industry (MITI).

The situations in the 10 major industries which have been officially classified by MITI as being in need of emergency treatment varies substantially, but certain common features can be detected. One of the problems the materials industries share is that the demand for their products generated by

a given amount of growth in the economy as a whole has fallen sharply since the 1960s—as other industries have become more and more adept at economising in their use of materials.

A second problem is the high cost in Japan of energy and of oil-related raw materials. Japan's aluminium smelting industry, which is expected to incur losses of some ¥80bn (about £200m) during the current fiscal year, uses electricity generated by oil-burning thermal power stations and, accordingly, faces far higher costs than the hydroelectrically powered aluminium smelting industries of Canada and the U.S.

Petrochemicals

The Japanese petrochemical industry is at a similar, though slightly less dramatic, disadvantage vis-a-vis competitors in the U.S. It uses imported naphtha as its main feedstock and is therefore burdened by far higher raw material costs than petrochemical industries using natural gas.

High energy or raw materials costs provided the main explanation for the spectacular losses incurred over the past two to three years by the ferrous alloys industry as well to some extent for the difficulties faced by the paper and pulp, chemical fertilisers and oil refining industries. However, the costs of basic inputs into the

materials industries and the apparently irreversible weakening of demand for their products are not the only difficulties facing this sector of Japan's economy.

Most of the materials industries also face a situation of "excess competition" within each of them which has had the effect of depressing the price levels of their products. An example of internal "structural fragmentation" leading to excess competition is the petrochemical industry, where 12 companies operate a total of 15 ethylene centres. The aluminium industry is also arguably overpopulated with a total of five companies while the oil refining industry includes a dozen or so companies each linked to an independent—and grossly over-extended—network of retail outlets.

The basic philosophy of MITI with regard to the materials industries appears to be that Japan should maintain some production capacity in all the sectors concerned but that the amount needs to be reduced and the surviving plants regrouped into a less fragmented structure.

MITI takes the view that a total withdrawal from, for example, the aluminium smelting industry would weaken Japan's bargaining power dangerously vis-a-vis foreign suppliers—besides depriving the country of the chance to keep abreast

with smelting technology. It also argues that smelting capacity needs to be cut—probably to around 700,000 tonnes a year from its current 1.1m tonnes level and from a peak of 1.6m achieved in the early 1970s—in order to end excess competition within the industry and to reduce losses on overheads.

A very similar capacity-cutting programme that would reduce ethylene production capacity has been worked out for the petrochemical industry and similar measures are being prepared in the case of the oil refining industry.

MITI's problems in pushing through with its rationalisation plans are how to persuade the industries concerned to accept seemingly painful and drastic "survival prescriptions" and how to ensure that the plans—if they are finally accepted by industry—can be implemented without falling foul of the country's anti-monopoly legislation.

The solution to the first set of difficulties appears to have involved some complex bargaining between the Ministry and some of the industries concerned. In the case of aluminium, for example, it was agreed that the five main companies would embark on a production-cutting programme in return for the payment by the Government of a sum equal to the revenue that would be

raised on the 400,000 tonnes by which imports might rise as result of the capacity cuts.

The deal worked out with the petrochemical industry has included "reluctant" acceptance by MITI of a six month "recession cartel" for the industry in exchange for acceptance by the petrochemical manufacturers of the Ministry's longer term programme. However, the Ministry still has to circumvent the legal problems posed by its rationalisation plans—it is hoped by means of a special law exempting certain industries from the provisions of Japan's basic anti-monopoly legislation planned to come into force next summer.

Regrouping

In order to introduce the new law (which would permit companies in designated industries to negotiate with each other on the scale of capacity cuts and on "regrouping" arrangements) MITI will shortly embark on a series of lengthy negotiations with the Fair Trade Commission (FTC) (the body which acts as the guardian of Japan's anti-monopoly legislation). The negotiations will not be the first of their kind to be held between the two agencies. An earlier law providing for "extraordinary rationalisation" measures to be undertaken in designated major industries is already on the statute book. However,

MITI's new law is expected to be more ambitious than its predecessor in terms of the types of collaboration to be permitted between companies and the negotiations with the FTC promise to be tough.

If the MITI restructuring programme goes ahead on the lines which the Ministry appears to envisage, Japan should emerge by the mid to late 1980s with a slimmer down materials producing sector that will be incurring much smaller losses than those of today's industries—and might even be competitive in some sectors, depending on what happens to oil and energy costs in other countries.

MITI hopes to arrive at this goal without having to resort to any overt barriers against imports (although its above-mentioned deal with the aluminium industry has been interpreted in some quarters as a form of subsidy to the industry). It is not intended, however, that foreign suppliers (in the full sense of the word) will take up all of the slack generated by a reduced Japanese capacity for basic materials processing. "Tied" imports, meaning imports of materials produced by overseas ventures (such as the Asian aluminium project in Indonesia) in which Japanese companies have a major stake, will fill much of the gap, leaving relatively limited scope for other suppliers.

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TECHNOLOGY

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JAPANESE INDUSTRY IV

Japan has planned its path into the high technological age

Coming to grips with the revolution

TECHNOLOGY

JUREK MARTIN

ONCE A YEAR, the Japanese phone company, Nippon Telephone and Telegraph, opens the doors of one of its three research laboratories to the public. At the start of this month, it was the turn of the Yokosuka electrical communications facility, about 50 miles south of Tokyo. Over three days, something like 12,000 people, mostly local citizens took the opportunity to stroll around.

What was striking was not the consumer gadgets that were on display, though some of these were diverting enough. Rather it was the serious and sober exposition of some of NTT's latest breakthroughs—in microwave transmission, in optical fibres and in a system which can translate the immensely complex Japanese language from text to speech. NTT's assumption justified by the apparent interest and response of the audience, was that the average Japanese, in so many ways the product of a traditional society is capable of absorbing such complex material.

Later in the same week Toshiba occupied a large part of Tokyo's biggest hotel with an even more diverse and glittering array of its products. It featured the first public showing by any Japanese company of a

256 kilobit RAM chip, not to mention sophisticated innovations in applied micro circuitry, radiography and office automation.

Both exhibitions were really no more than drops in the ocean of evidence of the way in which Japan is coming to grips with the high technology revolution, the knowledge of which was, at least initially, largely imported. It is often said of the Japanese that they can copy and improve, but not invent the genuinely original, perhaps because of their social reliance on the group, as opposed to the individual, way of doing things. The Japanese do not worry about this, even at the relatively high level of bemoaning the national failure to win Nobel prizes in the scientific disciplines in the quantities that the U.S. manages to garner.

Quantum leap

But from a practical standpoint, this may miss the point. In an era of astonishingly rapid technological change it becomes ever harder to distinguish the incremental advance (at which Japan is so expert) from the quantum leap (which is seen as an American, and occasionally European, preserve).

What does distinguish Japan is the extent to which it has thought about, and planned, its path into the post-industrial age, contrary to popular Western opinion, the Japanese record on this is far from infallible, such as its failure to create an

indigenous aircraft industry shows: nor are the ties between government and industry into Japan Inc in the common effort always quite as solid as might be imagined.

There has been a basic recognition, however, that the key to economic growth in a country like Japan, with its limited physical, though not human, resources, lies in making the most of what it can do well. If that means 64 kilobit random access memory chips, increasing sophistication in industrial ceramics or even the fifth generation computer, rather than the development of oil or literature, so be it.

In the process, Japan can also maintain that it is making a positive contribution to the sum total of global expertise rather than merely siphoning off what others have developed first.

Free of the burden of committing vast research and development expenditure to defence, with its always dubious commercial spin-offs, the Japanese Government's guiding philosophy is that what it does spend on R and D, and what it suggests that the private sector should spend, be market oriented. In fact, government R and D outlays have traditionally been low by international standards, though the gap has narrowed, as the private sector's spending on R and D is about twice that of the Government's.

However, the Government, principally through the auspices of the Ministry of Trade and Industry (MITI), has an impressive record of nurturing

new industries and supplying those about to take off with the fruits of its own technological research and statistical marketing data.

MITI has also proved adept at getting companies who would normally be at each other's competitive throats to pool research, at least in the early stages of product development. The Government also sets priorities and sometimes, though this is more difficult to ascertain, specific goals. The celebrated MITI blueprint for the 1980s identifying basic areas for research (new energy sources, aerospace, information processing, new industrial materials etc.) is constantly being refined and updated.

In a sense this does reflect the latent Japanese nervousness that only by dint of constant application can the great fear—that some individual genius in the West will make a qualitative technological breakthrough that will again leave Japan behind—be overcome.

Some observers even see in the pending California court case—in which Hitachi and Mitsubishi Electric are accused of pilfering trade secrets from IBM—a symptom of fundamental Japanese technological insecurity. Fujitsu may have passed IBM Japan in the domestic market, but the American company is often portrayed as the repository of ultimate technological expertise, with which Japan cannot compete, at least not by fair means.

The implication may be unsustainable with hard evidence—since outright commercial theft is distinctly un-Japanese

—but it is being heard from time to time.

A chronic problem for new industries in the West is the dearth of risk capital. Japan is not immune to the same affliction, which explains why European and American venture capitalists are currently scouring Japan for likely prospects. But more significant is the record of Japan's industrial giants and their banking associates of taking the longer view by investing themselves in new technological fields where an early return is not necessarily in sight. This has been made possible, in part by the complete sub-contracting network that is characteristic of Japanese industry.

Trickle down

This has ensured a sort of practical "trickle down" approach benefiting both small companies and enabling their larger patrons to keep close tabs on technological developments. On technological successes have been built in good measure on a free flow of information that is perhaps unique to this country.

The great question now is whether Japan is about to be hoist on the petard of its undoubtedly successful commercial application of new technology. Both the U.S. and Europe, the latter most in the ideas presented by this month's EEC summit by M. Gaston Thorn, president of the Commission) are turning their attention to regulating international technological trade.

In the U.S. there is particular concern about the degree to which Japan is surpassing the U.S. in the chip market. Europe is motivated by a more fundamental concern—that it is about to be left behind by both the U.S. and Japan in the high technology stakes.

Japan has some reasons to feel that this Western tactic is a little unfair. It is true that in certain well known sectors (video television, recorders, televisions, audio equipment, etc.) Japan has assumed power, in some cases overwhelming, global penetration. Yet for years it actually ran an adverse balance on its technological trade with the West as it now putting to practical use. It still does in some areas.

Also beginning to be heard are the voices of internal dissent about the path down which new technology is leading the country. So far the Japanese society combined with a solid record of economic growth, has made possible the rather easy absorption of technological innovation.

The post-industrial society, in its fullest form, presents a complex set of challenges to Japan as to any other country. After all, not everybody who walked through the NTT exhibition at Yokosuka was wearing blue jeans and business suits and doublechecking data on solar-powered pocket calculators. Some were wearing kimonos and looking ever bit as bemused as they had good reason to be.

Super breed seen as key to leadership

COMPUTERS

JOHN HARTLEY

IN THE PAST year, Japan's aim of dominating the world of supercomputers has taken a new, more ambitious course. Now the targets are supercomputers—ultra-fast and ultra-specialised—and the totally new fifth-generation machines.

Whereas new models from Fujitsu and Hitachi are spearheading the assault on the supercomputer business, it is the fifth-generation computer, not already a 10-year programme to turn that is to reality is under way.

As its name implies, the fifth-generation computer is a whole range of computers, some of which may not even be recognisable as such. The concept will be included in the replacement for every computer we know, from the devices in vending machines and calculators through personal computers to the huge mainframe computers used by governments and international companies. The concept involves new hardware and software, but the software holds the key.

By contrast, the supercomputer is a specialised machine, used mainly for very low, complex mathematical formulae by scientists in nuclear research, weather forecasting, aerospace design and large-scale simulations in demography and other fields.

It is a business in which IBM, the world's leading computer maker, is not even involved. In fact, the leader is Cray, whose machines are available until the new supercomputers from Fujitsu and Hitachi come along.

Since the calculations are very long, speed of processing is the key in these computers. But it is not just a question of making many simple calculations on the wages of a payroll of 10,000. It is more a question of how quickly it can solve complex mathematical problems.

For this sort of work, there can be no shortcuts, such as making several calculations in parallel and then putting the results together afterwards. Therefore, sheer speed alone is not the answer. It is the use of results of practical tests are more important.

But if the market is so specialised, why should the big Japanese companies become involved? For a start, as has been shown over the years, the Japanese always try to free themselves of dependence on foreign companies for anything important. Then, some experts consider that supercomputers are the key to leadership in the computer and high technology.

Fujitsu's reasons for entering the fray appear to be more prosaic. "From now on, supercomputers will be used more by industry. By 1990, that will be used more by companies than by government," said Takamitsu Tsushimoto, the computer engineering deputy manager at Fujitsu. He adds: "The need for higher performance is endless."

Units shared

In any case, Fujitsu has designed the new VP-100/200 supercomputers so that they share many units with the top general purpose computers.

Currently, there are only about 50 supercomputers in the world, and over 30 of those are in the U.S. The benchmark in this business, and it has an operating speed of 400m floating operations per second (400 mflops).

Fujitsu claims that its new VP-200 has a speed of 500 mflops, while Hitachi quotes 680 mflops for the S-810/20. Fujitsu reckons that when used for standard benchmark tests, some of the Lawrence Livermore Laboratory, the VP-200 is six to eight times faster than the trendsetting Cray machine.

Although Fujitsu claims that the VP-200 is much faster than the Cray One, the main aim was to produce a computer that has better actual performance at the customer's site," said Mr Tsushimoto.

Hitachi has taken a similar line, since the control program is based on the operating system of the Hitachi general-purpose machines. More significantly perhaps, both share the same technique to speed up operations. One of the main problems with computers of this type is that the main memory cannot hold all the data and programs needed, so many are stored in external magnetic discs. However, when the processor needs to get data for that external memory, a relatively long time is needed for access.

Instead of that two-tier memory—main and external—a three-level storage system is used. Fujitsu calls its extra

memory a "global buffer" and Hitachi's is called an "extended memory".

Both stores frequently used data which can be shuttled in and from the main memory very fast—up to 300 times as fast as from the external memory. To speed up further the operation of the main memory, Fujitsu has opted for static instead of dynamic ram—a significant development.

The advantages it gives are ample justification for the Japanese policy of concentrating on memory and not on microprocessors as their traditional strength. Certainly the speed of operation of the static-over the dynamic ram has a dramatic effect on operating speed. It is faster because the contents of the memory do not need to be "refreshed" periodically—in other words, more time is available for operations.

There are no completely new technologies in these supercomputers, but they do mark technological advances. So competition in the Japanese computer business that others will compete. NEC has already said that it will enter the supercomputer business, and an operating speed of 800m fops is being talked about—twice as fast as the Cray and 25 per cent faster than the Hitachi machine. Whether it will be easier and faster in practice to use remains to be seen.

Stepping stone

In any event, these supercomputers are a stepping stone to the real supercomputer of the 1990s. Japan's Ministry of International Trade and Industry (MITI) is already starting a "super super computer" project—not to be confused with the fifth-generation computer—intended to produce a top 100m fops, 20 times faster than the Fujitsu VP-400.

This is expected to rely on Josephson Junction technology, and is intended to be developed by 1990. By then supercomputers with a speed of one billion fops should be commonplace.

Although that super computer project is separate from the fifth generation project, it is being sponsored by MITI. There are common elements. For example, much of the hardware, such as the new gallium arsenide semiconductors and Josephson Junctions, will be shared to speed up operations in both.

It could be argued that the fifth-generation concept is essential because developments in hardware—the computer machine itself and the semiconductor technology—are galloping ahead so quickly. Today, a mainframe computer such as that used by a large company to handle its number-crunching—costs about £2m.

It is forecast that by less than five years an equally powerful computer will cost only £1,500 so almost every businessman will have one in his office. But to turn the computer into a machine that can be operated a lot of software is needed.

The problem is that software costs more than hardware is ready, and to turn the computer into a tool for the layman much more complex software than is available now is needed. In the future, the computer must be as easy to use as a TV set, telephone or instant camera.

This is where the fifth-generation computer comes in. There are two main requirements before that can become a reality, and it is these that the Japanese are tackling. First, there is the development of "an intelligent interface and interpreter between the man and machine."

Secondly, the plan is to develop huge collections of data bases for anyone to use. A group of engineers from industry, researchers from government, laboratories and from private universities are setting out to break the software barrier while developing new elements such as very fast processors and huge memories.

The aim with the intelligent interface is to simplify operations. Access is at present through a keyboard. The plan is to change all that. Instead, the user will ask a question in his own words. The computer will answer verbally, but in many cases a "written" answer will appear on a display as well. If the question is too vague, the computer will say so and will ask a question to help the user make a more precise one. That may seem simple enough, but it involves the development of very complex software, which in turn needs a lot of new hardware.

So huge is the problem that the Japanese have invited other countries to join in the project and it is possible that Britain, West Germany and the U.S. will be involved. But not all the experts agree that Japan will succeed in cracking the fifth-generation nut. After all, the country has a poor record for innovation.

*John Hartley is the Eur East Editor of Electronics Today and The Engineer magazines.

Waiting for the all-embracing computer

OFFICE AUTOMATION

JOSEPHINA PROTACIO

IN CONTRAST to the generally lacklustre performance of many of its industries, Japan's office automation business is experiencing a heady boom. Last year production accounted for 2 per cent of the country's

U.S.\$1.127 trillion GNP and, though initial expectations have been lowered a few notches, market analysts are confident of a 20 to 30 per cent annual growth within the next decade.

"No other industry can hope for such an extraordinary growth," says Mr. Yoshitaro Suzuki, director of the newly established Japan Institute of Office Automation (JIOA), a research-cum-advisory group. "That's why we're now witness-

ing a 30 per cent increase in the number of manufacturers joining in."

These range from main-frame computer giants like Fujitsu, NEC and Toshiba down to makers of paper copiers, calculators, cameras, optical equipment, even office furniture. Their main target is the domestic market estimated by JIOA to be ¥3 trillion in size at present and three times as big by 1990. The rush is under-

standable given the fact that office automation—or OA, as the Japanese term it—has only now just caught on.

While robots have slipped with relative ease into the shop floor since their introduction some 10 years back, getting smart machines to aid office workers in routine tasks posed, and still does, quite a few practical problems. Apart from initial forbidding investment

costs, a great bulk of office work involves compiling documents by hand, a complex Japanese script, a combination of native dual syllabary and inherited Chinese (Kanji) characters.

Indeed, a recent survey of companies with 300 or more employees shows that Japanese-language word processors are used only by a scant 8 per cent, with a great majority preferring a great variety of machines and plain paper copiers.

Technical problems aside, more and more businesses are convinced that they have to automate fully to increase office efficiency now and to cut down labour costs in the future. Of Japan's present workforce, 43 per cent are engaged in white-collar jobs of which a majority are doing mostly routine paperwork.

Their number is expected to grow to 50 per cent in 10 years and since they customarily get a larger share of wage increases compared to blue-collar workers, businesses are growing wary. It is clear that they won't be hiring new staff.

Recent Labour Ministry statistics reveal that unemployment in Japan has grown to 2.48 per cent from 1.91 per cent in 1981. Mr. Suzuki, who sits on the ministry's micro-electronics committee, claims this is due to a general economic slowdown, not a result of office automation.

"The committee did find," he adds, "that OA will have a continuing impact on the female workforce, but that won't be in the immediate future." Another poll, he says to survey workers' attitudes to office automation "indicate so far that they welcome the shift to more creative jobs as a 'result of having spare time'."

Gradual process

Even so, this doesn't mean that the Japanese are plunging into full-speed automation overnight. As management experts see it, overall office computerisation is not a one-day happening, but a gradual process that should involve all jobs and all personnel, not only secretaries and clerks.

That seems to be the cue to equipment manufacturers: companies are not going to replace heavily in single-unit type of OA machines now flooding the market but will be waiting for more integrated-function systems. Mr. Yoshitaka Kitamura of Sord, the phenomenal small-business-computer maker says: "I think the OA boom is cooling off a bit, not because of an economic recession either. Judging from the orders we receive, would-be users want to postpone buying; they are waiting for the computer that can do everything."

Sord which leads the pack of 40 or so mini-computer manufacturers in Japan admits that the entry of giant computer companies into the office automation arena has affected its sales. The company which sold ¥10.5bn worth of machines in 1981, a 100 per cent increase on the previous year, had projected another 100 per cent sales increase this year but is now revising its goal to just 50 per cent.

NEC, Japan's third biggest computer manufacturer and world's No. 2 supplier of very large-scale integrated (vlsi) circuits, sold a total of 150,000 units—value undisclosed—in

1981, the first year of its serious venture into office minis and is now turning out 30,000 units monthly for domestic marketing alone.

In fact, the biggest sellers these days are facsimile machines. In the first nine months of this year alone, makers sold ¥105.679bn worth at home, a 35 per cent increase from the same period last year. There are some 20 Japanese facsimile manufacturers now that include also the big computer names. But Ricoh, which used to deal solely with cameras, has established itself as a front-runner in plain-paper copiers, has the obvious advantage. It has 15,000 sales outlets in Japan and is already a globally established name. More-

over, a trend now seems to be for facsimiles to take over the function of PCs, where Ricoh has the obvious expertise.

Saturation point

Although only 59 per cent of businesses use facsimiles these days, compared to 78 per cent for plain-paper copiers, the latter market seems to be reaching a saturation point. From January to September this year, reports the Business Machine Makers Association, sales of "conventional" office equipment (PCs, desk-top calculators, typewriters, etc) recorded only a 1 per cent increase over that of the same period in 1981.

The association does not say which particular item showed a sales decline, but it is safe to say the PC, with facsimiles steadily encroaching, is becoming as obsolete as the typewriter.

Facsimile's present popularity seems to stem from the frustration with word processors. Japanese-type processors are not easy to master unless one is also used to the Japanese character typewriter keyboard. Though makers have come up with a kana-to-kanji conversion system and all sorts of word-processing contests are being held all over the country, its adherents are few and far between.

JIOA's Mr. Suzuki thinks makers should devote their time instead to developing voice processing equipment or "voice processors" if they want a bigger share of the market.

For the business sector, 80 per cent of which wants to automate their offices within the next ten years, the ideal "office of the future" should feature an integral machine that looks like a personal computer, functions as a word processor, duplicator and communications network. In other words a desk-top machine that has all the refinements of a word-processor but could be had for the price of one.

Whether the range of manufacturers struggling to get into the OA market now can meet that challenge no longer seems a moot question. A couple of giant computer firms have already put out a prototype of that machine—now labelled as "work station."

The OA market is still a free-for-all. Even foreign makers are quite welcome, but the real growth area will be in the manufacture of fully-automated jack-of-all-trade office machines. Makers are scrambling because they need the foothold, an important prerequisite for successful marketing later.



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JAPANESE

JAPANESE INDUSTRY V

64K Ram makers may have 70% of world market

INTEGRATED CIRCUITS

ROY GARNER

THE INTEGRATED circuits industry, perhaps more overtly than any other in Japan, is in the midst of a market-share fever. At the centre of all the activity is a crucially important product, the 64 Kilobit Ram (random access memory) chip, often described as the first generation stage of VLSI (very large scale integration) products.

The Japanese are leading the world in production of the 64 K Ram, and several companies are aiming for output in the range of 2m to 3m pieces per month by early next year.

The huge energies being devoted to the product do not arise solely from the seemingly insatiable demand from a burgeoning range of electronic firms, large and small, in Japan and worldwide. Success in achieving a good market standing is also seen here as the key to capturing the business of customers who might later choose to stay with the same company when purchasing semiconductor products of future generations.

Profitable

These could include, in the not-too-distant future, the 256 K bit and 1 Megabit i/c's which some companies have already announced they are working on.

The profitable 64 K bit business is important also as a generator of both funds and technical expertise for utilisation in the development of later, more advanced, and hopefully innovative, products.

The present market battle in Japan is, in effect, merely a jostling for starting positions with the 64 K seen as the first major hurdle. Japanese makers are acutely aware that their success in this field cannot be seen in isolation from the world-wide ramifications of the arrival of the product itself.

The highly competitive standing of the Japanese industry was described recently in Time magazine as being "formidable and frightening" and Japan is

finding the anxious messages emanating from the U.S., in particular, both worrying and confusing.

Last year the Americans complained of over-supply forcing prices unfairly low. This year the Justice Department charged that the Japanese were limiting their exports in order to raise prices; and in doing so violating anti-trust laws. The White House has also talked of possible restrictions against Japanese semiconductor imports on the grounds that, because of its defence applications, the product is vital for national security.

The Japanese argue that the principal factors governing their decisions on pricing and production increases are the massive growth, and competitive vitality of the domestic market.

The strength of this local demand was evidenced by the outcome of a major fire, in early October, at the 64K Ram production plant of one of the leading makers, Oki Electric, which was producing 1m pieces per month. After the fire, a supply shortage of as much as 30 per cent became quickly apparent and spot quotations for the chip, which had previously been on a uniformly downward curve, showed an uncharacteristic rise.

Industry watchers also report that some major customers of the i/c producers are under great pressure from smaller electronics firms, unable to obtain supplies, to re-sell some of their 64K purchases to them, and at a profit.

The U.S. pressure over semiconductor exports is often described as a search for a scapegoat in its wider differences on trade issues. The Japanese counter that the market is anyway big enough for everyone. They also point out that the U.S. companies IBM and AT&T have a "captive" production of 64K Rams, for in-house use, of unprecedented scale. This, they suggest, puts Japanese achievements in a more realistic perspective.

Sales of all i/c products by Japanese makers are expected to reach ¥227.3bn in 1982, an increase of 26.5 per cent over last year, according to the Ministry of International Trade and Industry. R and D expenditures are expected to rise by

29.1 per cent to ¥112.5bn. The percentage of total i/c sales spent on R and D is expected to show only a nominal increase to 13.6 per cent.

In the 64K Ram world market, Japanese makers are estimated to have a share of about 70 per cent, although aggressive marketing by U.S. makers is expected to reduce this figure in the near future. Within Japan, six makers are producing the 64K Ram, led by NEC and Fujitsu who have both announced their intention to raise monthly capacity to 3m chips per month by March of next year.

Investment boosted

In NEC's case, this will represent an increase in production capacity of 50 per cent in just five months. NEC has also raised its total i/c investment from ¥45bn to ¥48bn for fiscal 1982 (ending March 1983). Within this figure 64K Ram investment was recently boosted from ¥9bn to ¥13bn.

Hitachi has set a production target of 2.2m pieces per month by the end of the year, and increased its total i/c investment by 20 per cent for 1982 to ¥35bn.

Mitsubishi Electric's total i/c investment in 1982 was 54 per cent up on 1981 at ¥20bn. Three-quarters of this total is reportedly going towards the 64K, which Mitsubishi now produces at a rate of around 1m units per month.

The company's target for the end of fiscal 1982 is 1.8m units per month. Toshiba produces around 1m 64K bit chips per month. Oki Electric, which enjoyed the same output in August, before its factory fire, is now aiming to achieve 80 per cent of this figure by next March.

Three other Japanese companies, Matsushita Electronics, Sharp and Tokyo Sanyo Electric are gearing up for 64K Ram mass production and are expected to enter the market next year.

There has been a lot of speculation recently about the arrival of 256 Kilobit Rams. NEC, Hitachi and Fujitsu are known to be working on related technology, and some sample shipments have begun.

No clear dates for the introduction of the 256K have been

announced however, and makers will naturally move cautiously to avoid upsetting the 64K market. In February this year Toshiba became the first company to announce its intention to begin development of a 1 Megabit Ram. It is hoping to achieve a sample shipment by the end of 1983.

Japanese companies are however aware that success in the field of memory i/c must quickly be consolidated by major strides forward in the fields of microprocessors and other logic circuits, which are still very much dominated by U.S. concerns, notably Intel Corp, Motorola and Zilog.

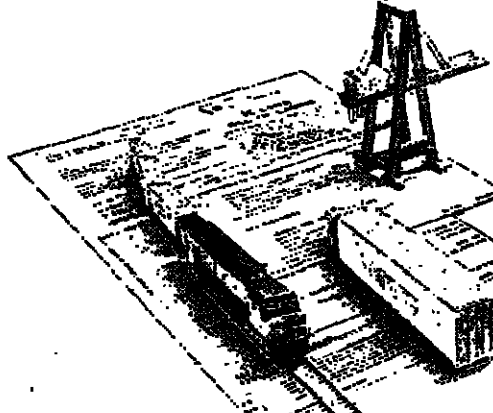
NEC was the first Japanese company to move into microprocessor research, in 1972, and has already developed both eight-bit and 16-bit models on its own. The high level of NEC's research achievements is reflected in the deal the company reached in July with Intel Corp of the U.S. Under the five-year contract the two companies will exchange technical information on microprocessor LSI. Intel previously had a second source contract with NEC and also with Fujitsu and Mitsubishi. Similar second-source deals exist between Hitachi and Motorola and between Toshiba and Sharp and Zilog.

NEC and NTT have both claimed world-class advances within Gallium Arsenide technology this year. NEC with a 30 picosecond switching time, at room temperatures, and NTT with a 1 Kilobit Static Ram offering 3.7 nanosecond access time with only 280 mw of power dissipation.

NTT has also made important progress in the direct amplification of optical signals using newly-developed semiconductor chips, which represents a move closer to the realisation of high speed optical logic circuits.

With trade tensions so high between Japan and the U.S., one of the most positive developments of 1982 has been the growing influx of foreign semiconductor makers, setting up plants in Japan. These companies stand to gain from Japan's high quality labour, which is aimed to be the highest productivity levels anywhere. Both sides are presumably benefiting from closer liaison at both a technological and personal level.

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Hopes pinned on new products

CONSUMER ELECTRONICS

ROY GARNER

AFTER A lengthy period of prosperity, this year has seen Japanese manufacturers of consumer electronics goods thrown sharply on the defensive as traditional markets such as colour television and audio equipment have reached saturation levels. Meanwhile, economic restraints have produced a more parsimonious breed of consumers and once-confident companies have been seen to falter over misjudgements in marketing strategy.

In April, overall production levels recorded their first year to year decline since May 1979, totalling ¥278.4bn, down from the record high level of ¥338.9bn in October 1981. In most sectors the picture has been one of rising inventories and diminished market potential.

The industry's principal hopes now rest on the success of new products such as the digital audio disc (DAD), portable computers and miniature TVs. Priority has also been given to the restoration of consumers' trust. This has been badly weakened by disorderly marketing, most notably in the fields of multi-standard VTR equipment and video discs.

The biggest setbacks have been in the audio equipment sector where annual production is expected to drop by as much as 23 per cent and domestic sales by 30 per cent in 1982, according to the Electronics Industries Association of Japan. One of the earliest casualties of the slump was the leading audio manufacturer, Pioneer Electronics Corporation, which was forced to cut production by nearly 30 per cent early in the year. Sony, Matsushita Electric Industrial, Trio Kenric and others also reported production cuts of around 20 per cent.

Akai Electric, another audio product leader, has predicted a net earnings loss of ¥3.3bn in its business year which ended this November and is seeking voluntary resignations from about 20 per cent of its work force. Matsushita has also re-assigned large numbers of staff to front-line sales positions.

Akai's difficulties, in common with many makers, have been compounded by a slowdown in overseas sales. The critical area of decline is in systems component type stereo sets, with a 20 per cent drop in domestic sales, worth ¥106bn,

predicted for this year.

Production of colour TVs has fallen by around 19 per cent. Makers are, however, still anxious to retain a share of this market which remains a fundamental one. One reason for the importance of TV is its growing role as a component of computer-related innovations.

The miniature TV market has been re-vitalised by Suwa Seikosha's wristwatch TV, the first to succeed in applying a liquid-crystal display to flat screen technology. This will be marketed early next year, priced around ¥100,000. Production of Sony's cathode ray tube flat-TV, launched in February, has now reached 5,000 units monthly and demand appears favourable.

High-definition TV, utilising 1,125 scanning lines compared to the 525 of conventional systems, is being researched by Matsushita, Sony and others. News that the Nippon Telephone and Telegraph Corporation (NTT) has started high-definition optical fibre cable television broadcasts tests increases hopes that the medium could soon support a fresh wave of consumer goods.

VTR demand

Demand for VTR products remains comparatively strong, although fierce competition has eaten heavily into profit margins and downturn seems close in an industry which has depended on expanding overseas markets. After a year of over-supply, VTRs can now be obtained in Japan for less than ¥150,000 per unit.

The VHS system first developed by Victor and Matsushita has outperformed Sony's Betamax machine in the market place. While it has reduced its VTR production, Matsushita nevertheless expects sales this year of around ¥5bn.

Sales of video-disc recorders, marketed only by Pioneer at this stage, have reached only around 30,000 units, well below original projections. Sony, among others, reports a readiness to enter the medium, using any of the three available formats if conditions improve, but until machines with a recording facility arrive the market looks unpromising.

Sony has just announced an optical L disc capable of recording both digital and analog signals, designed for institutional products. This adds to product may not be far away.

A bright note in the industry is sounded by the DAD, invented by Philips of the Netherlands, which was simultaneously launched by Sony Corporation, Hitachi and Nip-



Games provide one area for expansion in the home video market. This is Atari's Dodge 'Em which simulates the trials and tribulations of driving in heavy traffic

pon Columbia from October 1. The 12 cm diameter laser-read compact discs offer superb distortion-free sound and, unlike conventional discs, no surface scratches do not affect playing performance. The DAD player can be hooked up to conventional audio equipment with ease and there is full compatibility between different makers' systems.

Nine companies are now marketing the product on licence from Philips-Sony, with player prices of ¥168,000 (Sony) and ¥250,000 (Onkyo) and discs selling for ¥3,500 to ¥3,800. Sony will market the DAD in the UK, France, West Germany and Holland from March 1983.

The dangers of going it alone with a new product breakthrough have been brought home by the trials of the Pioneer video discs. The Sony-Philips partnership, on the other hand, has sought to cultivate a climate of mutual enterprise among rival electronics goods manufacturers and has aimed, above all, at product compatibility and an orderly market.

As part of this strategy, the DAD was brought gradually to the public's notice over a three-year period. Until August, this resulted in cries of alarm from retailers who feared the public would lose confidence in a product which, once announced, took so long to reach the shelves. Retailers are delighted now, however, to find demand outstripping supply. Only CBS/Sony and Nippon Columbia now run compact disc production lines but these are being utilised by other makers.

Sony plans to produce 3,000-5,000 units per month, while other makers initially plan 1,000 or less. Sony claims a total of 3m discs could be produced by the end of next year,

which it considers sufficient for the planned maximum hardware output of 300,000 units.

Approximately 350 disc titles will be available by the end of 1982, from four firms, but producers recognise that the success of the DAD hinges on their ability to boost this figure rapidly in the new year. They are aided in this task by the verticle integration of software and hardware firms like Toshiba/EMI and Sony/CBS and claim to have made the necessary preparations.

Competition

Headphone stereo cassette players continue to sell well in a market enlivened by fierce competition between the established Sony Walkman and Matsushita's new World Way model though domestic demand is now levelling off at between 1.5m and 2m units per year.

Hand-held personal computers promise to be one of the fastest growing consumer items. One Tokyo shop is already selling these, plus desktop models, on all of its six floors. Sharp, Casio, Sord and Brother are among the eight companies to have launched recently, models in the under £100 to £200 range and over 90,000 unit sales are expected for 1982. NTT has announced a new programming language based on Japanese, which could make these products more accessible to users.

Consumer items such as wristwatch electronic translators and solar-powered radio headsets abound, as ever, but Fuji Photo Film perhaps takes the prize with its new £25 "talking" instant camera. The camera incorporates speech synthesis integrated circuits and when used in the dark, for example, can instruct the user "Let's use strobo flash."



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JAPANESE INDUSTRY VI

World leader in rapidly expanding sector

ROBOTS

JUREK MARTIN

WHEN, ABOUT a year ago, a Japanese robot claimed its first human "murder" victim there were those, perhaps harbouring inner Luddite leanings, who believed that that awful age of man's domination by thinking machines had finally dawned.

The facts in this particular case were much more prosaic with the blame more properly attached to an unthinking human (who happened to forfeit his life) than to a malevolent piece of metal and microelectronics. But, nonetheless, there is something of an air of wonderment about the Japanese robotics industry.

Scarcely a week goes by, it appears, without some manufacturer unveiling a versatile new piece of equipment: robots that can turn the pages of books, so that they may be more easily photographed by a robot-controlled camera; maintenance and inspection robots that can operate inside the heart of a nuclear power station or can move snakelike in confined quarters; domestic robots that will welcome you on your return home, turn on the lights and pour a cup of

tea (or sake, properly warmed)—not to mention a robot that makes sushi (raw fish on rice balls).

Sensational results are already being claimed: the Yamazaki machine tool plant that now uses 12 workers instead of 220 because of round-the-clock robots is perhaps the most famous. More broadly, the Japanese car industry now produces about four times as many cars as it did 10 years ago but with exactly the same 450,000 strong labour force.

But the exotic should not disguise the fact that Japanese robotics, its technology initially borrowed from Europe, is already comfortably the world leader in a rapidly expanding field. About 70 per cent of the estimated 125,000 robots functioning in the world are in use in Japan.

In 1982, Japan produced its first 200 units (for spot-welding tasks in the car industry); in 1975, according to the Japan Industrial Robot Association, this had risen to 4,400; in 1980 output was up to nearly 20,000 and it rose by nearly half as much the following year.

In 1980, total production was valued at ¥78bn. The association now estimates that industry output will be worth ¥200bn by 1985, implying a growth rate of 30-40 per cent a year in the present five-year span.

Robotics is already an

established industry. It numbers 130-150 manufacturers (about twice as many as in Europe and the U.S. combined), including many of the leading Japanese industrial giants—Mitsubishi, Fujitsu, Hitachi, Toshiba, Kawasaki and the phone company, Nippon Telephone and Telegraph. Backing their formidable research and development resources are more than 80 industrial robot laboratories in the country.

Quality control

The acceptance of the robot in Japan can be attributed to a variety of commercial and sociological factors: the initial impetus stemmed from the need to improve quality control to eliminate the cheap and shoddy image that Japanese goods laboured under in world markets. But equally important, in the tight domestic labour market, was the pronounced shortage of skilled workers, such as quality welders.

Robots first made their mark in heavy industry where they might, in another country, have expected to encounter resistance from the humans they were to replace. But Japan's system of lifetime employment (even if somewhat less universal than often assumed in the West) meant that few lost jobs; rather they were shifted to

other positions inside the same company. Additionally, Japan has a literate and technologically sophisticated workforce, perhaps more aware of the opportunities opened up by automation than their counterparts elsewhere.

But what has marked the early growth of robotics in Japan is the extent to which they have been taken up by small and medium-sized businesses, themselves particularly feeling the lack of skilled workers in the traditional trades. Some 80 per cent of all sales of robot are welders go to such firms. Tales abound of small cottage industries (food packaging, for example), where the employer spends the day on the golf course while his wife keeps an intermittent eye on the robots.

Small business, with less capital, has been attracted because not surprisingly with a new technology, robots have simultaneously become more versatile and, above all, cheaper. A typical "playback" robot for industrial use cost more like ¥10m, against ¥15m a few years back. This is now not much more than the ¥7.5m which, according to Nomura Research Institute, the Japanese manufacturing industry reckons to be the limit on investment in a skilled manual worker.

So far in Japan, robots have made their greatest headway

ROBOT MANUFACTURERS

*1981 fiscal year robotics % sales (parent only)	Main use of robot	Company's main business	1975-81 Earnings per share growth % pa	Share price ¥	Market capitalisation ¥bn
Fujitsu Famer	3	Machining, processing, assembly	57.5	4,410	272
Hitachi	0.2	Arc welding, spray painting	25.2	500	1,402
Mitsubishi Electric	0.2	Are welding	32.5	250	208
Aida Engineering	5	Pressing	22.3	454	35
Kawasaki Heavy	1	Spot and arc welding	-23.5	195	235
Kobe Steel	0.3	Painting and arc welding	52.0	157	310
Mitsubishi Heavy	0.2	Painting and arc welding	-6.0	215	649
Nachi Fujikoshi	2	Spot and arc welding, painting	19.5	212	36
Nitto Seiko	3	Assembly	3.7	378	15
Osaka Transformer	6	Are welding	0	265	21
Sankyo Seiki	3	Assembly	20.3	400	25
Shin Meiwa Industries	3	Are welding	4.2	400	30
Tokico	2	Painting	24.7	403	25
YDK	2	Mounting	24.6	3,100	235
Yasukawa Electric	7	Are welding	0	517	85

* Estimate. D—company reported a deficit in one period. † At March 31, 1982. Source: Phillips & Drew "Focus on World Finance", April, 1982.

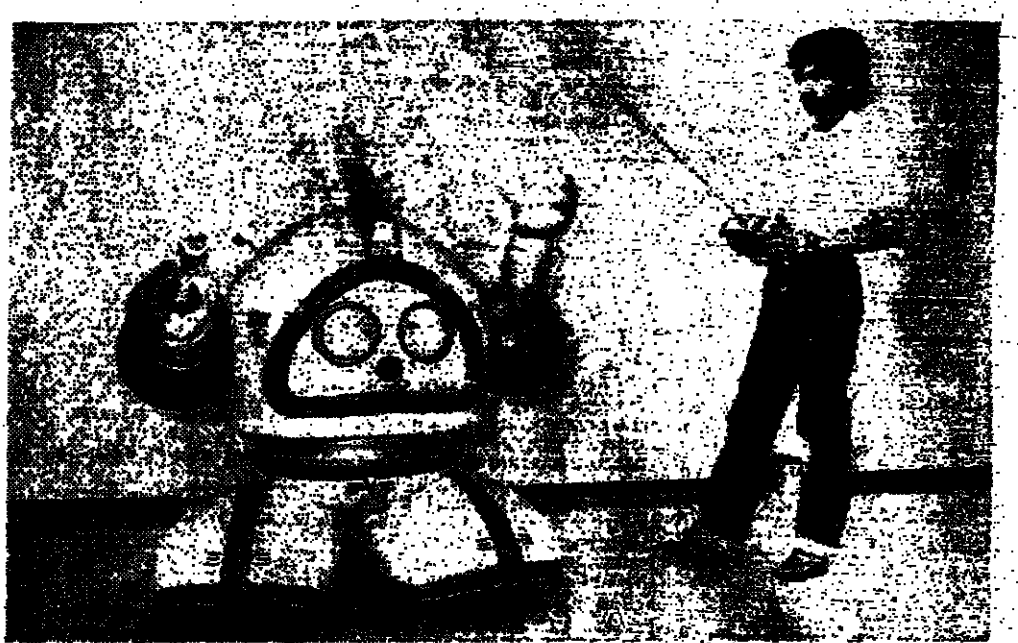
in the factory, but not in the office where the complex Japanese language presents problems (though NTT's recent development of an experimental "Japanese text-to-speech" system opens intriguing possibilities). According to recent projections by the Japanese Robot Industry Association, use of robots in manufacturing by 1990 will still outnumber other sectors by about 10 to one in value terms.

Unlike other areas of high technology, robotics has yet to become a subject of international trade discussion. Japanese domestic demand has consumed most production to date and Japanese manufacturers claim they are not yet capable of maintenance on robots in far flung parts of the world. However, Yaskawa, an industry leader, is selling nearly 20 per cent of its output overseas.

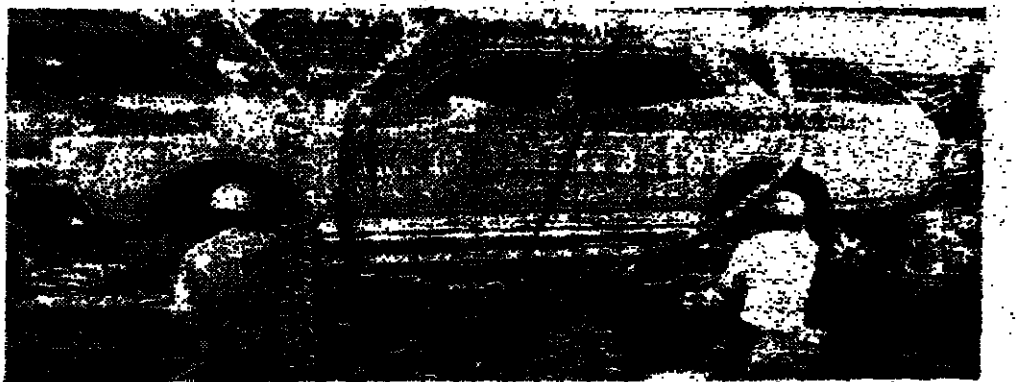
USAGE OF ROBOTS

By industry %	1976	1981*
Electronic equip-	21	38
Automotive manu-	30	26
facturing		
Synthetic resin processing	13	9
Other	34	22
Exports	2	5
Total	100	100

* Estimate
Source: Japan Industrial Robot Association



Robots in the home. At the toy stage only at the moment is Sandayu (above), produced by Namco, Japan's leading toy robot maker. He (or she) stands nearly five feet high and can move in all directions by radio control and has a wide repertoire of phrases. Below, a more traditional car assembly line



Drive to diversify as sales turn sluggish

MOTORS

WALTER W. MILLER

JAPANESE motor manufacturers, confronted with protectionist barriers in foreign markets where resistance is strongest.

"You are sleepy. Stop the car and take a rest," a female voice firmly declares from a microcomputer available on some cars made by Nissan, Japan's second largest automobile manufacturer.

Toyota, Nissan, and other car manufacturers also are producing cars using optical fibres instead of traditional metal wiring, computers that regulate everything from fuel injection to climate control inside the car, and computers that unless they recognise the voice of the driver will not permit the car to start.

The first Japanese car to be built in the U.S. rolled off the assembly line recently of the new Honda Motor Company plant in Ohio. Nissan's first U.S. plant, located in Tennessee, is scheduled to start producing pickup trucks in August 1983.

Aggressive Japanese automakers also are aggressively attacking markets in developing countries. Nissan, for example, builds trucks in Pakistan and Kenya. Suzuki Motors recently signed an agreement with the Indian government-owned Maruti Udyog to build India's first modern motor vehicle plant, which will turn out small cars and light commercial vehicles.

A fall in the number of vehicles shipped overseas and a falling off in domestic sales added further problems for Japan's 11 automakers. Exports during the first half of the 1982 fiscal year (April-September) fell 6 per cent from the corresponding period of last year to about 2.5m units.

The registration of new passenger cars here also was sluggish, up a mere 0.4 per cent over the previous year, according to JAMA figures.

In a bid to break out of domestic economic doldrums and to jump protectionist barriers in countries where the path to trade was previously clear, Japanese car makers are

introducing models with advanced electronic technology and building plants in foreign markets where resistance is strongest.

Nevertheless, the British Prime Minister, Mrs Thatcher, would like to see Nissan set up shop somewhere in the UK. She made a personal plea to that effect in September when she met Nissan chairman, Katsuji Kawamata in Tokyo.

However, Nissan officials said they were standing behind an earlier decision postponing any commitment on building a UK plant.

One of the brightest trends in the domestic market is the rapid demand among Japanese car owners for vehicles equipped with front-wheel-drive and turbo engines. At the end of June this year 9.1 per cent of all passenger cars sold in Japan were equipped with turbo-charged engines.

Mitsubishi Motor Co now fits all of its passenger cars with turbo engines. And, Toyota has begun installing what is said to be the world's first electronically controlled turbo-diesel engine in two of its models. The 2400 cc engine has a maximum power of 96 hp, according to Toyota, and a 12-bit microcomputer regulates the amount and timing of fuel injection.

Nissan is bid to be the leader in high-technology passenger cars. Nissan opened last year a U.S.\$203m technical centre where the major portion of its research and development is conducted.

Nissan, as well as other Japanese automakers, is taking the technology learned from producing cars and applying it to other fields.

Involved in the production of solid-fuel rockets for the past 26 years, Nissan is branching out further, announcing recently a comprehensive tie-up with Martin Marietta Corp, the major U.S. missile producer, for designs and production technology. Nissan plans to use this in its drive to win a larger share of Defence Agency contracts for missiles and other military equipment.

Another sector of the automotive industry experiencing remarkable success domestically

is the manufacturing of mini-cars, vehicles with engines of 550 cc or less. Sales of mini-cars are expected to hit an all-time high—about 1,200,000 units—for the fiscal year ending March 31, 1983.

For the first nine months of 1982, domestic sales were 970,000 units, a leap of 7.6 per cent over the previous year, according to statistics released by JAMA.

Painful sting Japanese automakers, however, were painfully stung by their reliance on exports for more than half of the industry's business. As a result, the industry as a whole is placing greater emphasis on the domestic market.

At first glance it would appear that the domestic market is a virtual gold mine for Japanese automobile manufacturers. The market is still the second largest national market for automobiles in the world.

The number of passenger cars on the roads had risen to 24.5m last year from less than 20m in 1980. As of 1980, there was one car for every 2.1 persons in Japan, a figure that is far above the 1.4 persons per vehicle in the United States, but below the 3.2 persons per car in the UK, according to Ministry of Transport figures.

But the competition for sales among Japan's 11 motor manufacturers is fierce and is expected to increase since exports from Japan are likely to show only limited growth and there are signs new-car sales are beginning to decline.

Japanese law stipulates that owners must submit their cars to strict inspection tests every two years. The high cost of the tests and the frequently required repairs induce many people to trade in their car for a new one before the second inspection.

Now, however, the Government is studying a plan where the first inspection for a new car would come every three years with subsequent ones every two years.

If approved, this new system is expected to cause a slight fall in new-car sales.

The seamless connection: Bank of Tokyo

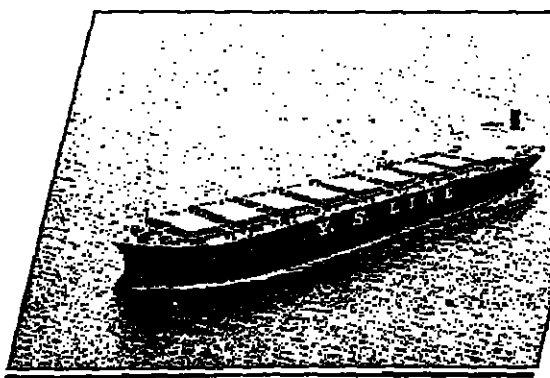


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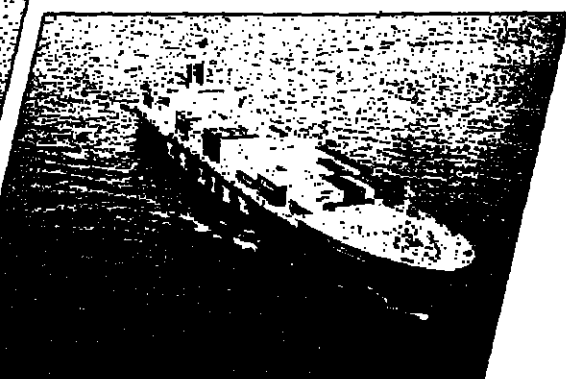
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JAPANESE

JAPANESE INDUSTRY VII

Sector is second highest employer of labour

SERVICES
CHARLES SMITH

ALTHOUGH JAPAN is normally thought of as a manufacturing centre par excellence one of the more striking features of the past few years has been the growth of a flourishing service sector.

Services "proper" accounted for 12.7 per cent of Japan's nominal GNP in 1980 (up from 9.88 per cent in 1970) and were employing a substantially larger number of workers than any other sector of the economy except wholesale and retail trade.

Economic analysts expect the services sector to continue growing fairly rapidly for at least the next two decades, even allowing for the fact that some traditional Japanese services industries seem likely to face stagnation or decline.

The factors that have turned Japan into a service-orientated society in the past few years are extremely diverse although, in many cases, they probably resemble similar trends in advanced Western industrial countries.

Satisfaction of consumer demand for a broad range of "standard" manufactured goods is cited as one of the key elements in the emergence of a Japanese services boom from the mid-1970s onwards.

Two other major factors appeared to have been the rapid replacement of the traditional three-generation Japanese

family (in which the older generation performed services in the home) by the smaller and less self-sufficient nuclear family and the growing tendency for Japanese women to go out to work.

Changes in family structure and enhanced consumer spending power probably account for most of the switch from products to services that marked Japanese spending habits from the mid-1970s onwards but a third important factor may also have been at work.

More leisure

The vast proliferation of passenger cars and the simultaneous improvement of the Japanese road system that dates from the late 1960s made it possible for consumers to leave their homes in search of entertainment or leisure instead of staying at home "consuming" manufactured products.

Service industries whose growth reflects recent changes in the social structure of Japan and in the spending habits of its consumers include the booming "family restaurant" sector, self-service "laundry" chains (which were a more recent development in Japan than in most Western countries) as well as Western style inns and hotels.

Privately-operated educational services stretching all the way from after-school coaching establishments for children to companies providing specialised culture courses for housewives have been another booming sector, as have discount stores

(reflecting the increased willingness of Japan's once conservative shoppers to do their buying on credit).

However, industries that cater chiefly or wholly to individuals have not been the only sector of the service economy that has boomed over the past few years. Almost equally noteworthy has been the growth of a "corporate" market for services.

A factor that has forced Japanese companies to start buying in services from specialised contractors during the past ten years instead of maintaining a policy of service self-sufficiency would seem to have been declining profitability and the need to adjust to a slower growth rate in the economy as a whole.

Companies that could once afford to operate in-house transport services staffed by full-time workers with life-time employment status have, in the past five years or so, become customers for independent car hire companies or goods transport contractors. Full-time security staff have been replaced in much the same way by specialist supplied outside contractors as have catering and other staff.

The growth in corporate demand for services is highlighted by figures which show that (as of the late-1970s) 60.4 per cent of companies in Japanese manufacturing industries were subscribing to externally supplied security services, while 52 per cent were using cargo transport services and 67 per cent were customers of leasing companies (a type of business which made

HOW SERVICES SECTORS HAVE GROWN

	1960	1970	1979
Japan	48.9	54.1	58.5
U.S.	59.0	63.6	63.8
West Germany	42.3	43.5	49.8
France	44.3	49.9	55.9

Source: Bank of Japan

Note: The sectors include government services, transport, retail and wholesale trade, etc., as well as services proper.

its first appearance in Japan in the late-1960s).

The same survey of corporate services indicates that, by the late 1970s, Japanese companies had begun to hire some of their permanent labour force through specialised contractors instead of looking after their own recruitment on a direct basis.

Economic analysts who have traced the growth of Japan's service sector over the past five years have a number of points to make about the significance of the phenomenon. One observation which is frequently stressed is that, whereas, during the high growth period of the 1960s and early 1970s, the growth rate of the service sector appeared to be dictated mainly by what was happening elsewhere in the economy, today services have become a leading factor capable of stimulating the demand for manufactured products. A typical example of a service industry generating demand for manufactured goods is the growing popularity of central

kitchens servicing groups of restaurants in the family restaurant sector.

Central kitchens require computers and facsimile equipment to perform their functions and thus represent an input into the information hardware industry.

Japan's service sector, like that of other nations, has traditionally been regarded as a labour intensive area of the economy — and this remains true of traditional (but declining) sectors such as Japanese-style inns or public bath houses. In many "new" service industries, however, productivity has grown rapidly in the past few years as companies have found ways of substituting electronic equipment to perform tasks that were once carried out by human workers.

Turnover trebled

Nippon Keibi Hoshio, one of the top companies in the private security services industry, has halved its labour force over the past ten years, even though turnover has more than trebled during the same period, by the simple procedure of inserting sensing devices on the premises of its clients as a substitute for the retired policeman or self-defence force personnel who provided security services in the past.

The services boom in Japan has not yet reached the point where the economy is as heavily orientated to non-manufacturing activities as is that of the U.S. (see table). However, Japan probably already ranks at least in second position in this respect among major industrial countries. In the next 20 years the shift from goods to services may well accelerate further.

Icarus might have made it with real time information.



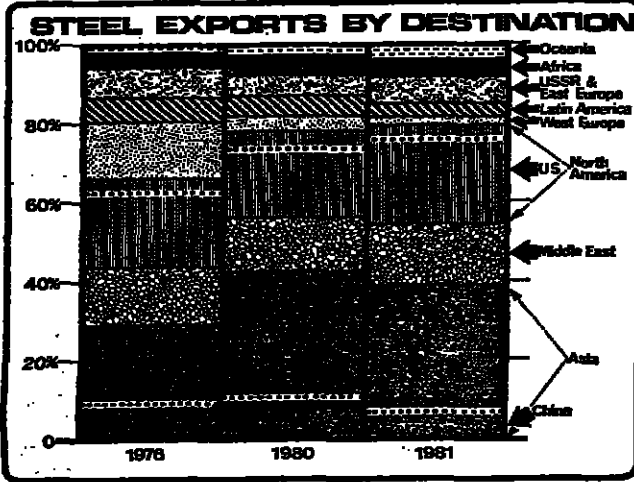
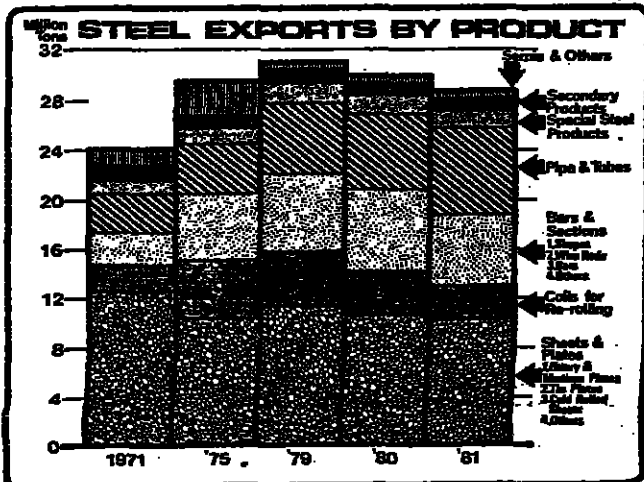
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Gloom sets in as profits dive for three of the top five groups

STEEL

IAN RODGER

JAPAN'S VAUNTED steel industry has plunged this year into the melting pot that has engulfed other major steel producing areas in the western world.

Demand is slumping at home and abroad, company profits are disappearing and investment programmes are being curtailed.

Worse, the country's steel industry leaders have abandoned their customary bounciness and have joined their European and North American colleagues in expressing bleak views about prospects for the foreseeable future.

The latest pessimistic forecast has come from the Ministry of International Trade and Industry which reported late last month that capital spending by Japanese steelmakers could fall nearly 4 per cent to under ¥1 trillion (\$2.55bn) next year.

This follows the interim financial reports from the major producers showing sharp profit declines at three of the five largest companies.

Nippon Steel, the largest steelmaker in the world, recorded its lowest production volume for any six-month period since the formation of the company by a merger in 1969. Sales were down 6.9 per cent to ¥1,434bn and operating profits fell 58.5 per cent to ¥25.9bn.

Sales down

Kawasaki Steel and Kobe Steel also suffered lower sales and earnings. Nippon Kokan (NKK) and Sumitomo Metal had profit increases but both expected sharp falls in the second half.

Sumitomo, the top Japanese producer of seamless pipes, forecast an operating loss of ¥5bn in the second half. The pipe market had been the one bright spot in an otherwise dull world picture last year, mainly because of the strength of U.S. demand for the oil exploration industry. Japan accounts for over half the world's seamless pipe capacity of 8m tonnes and the collapse of that market early this year hit hard.

Predictions last summer that

Japan's total steel production would fall slightly below 100m tonnes this year for the first time since 1972 (and compared to peak production in 1974 of 117m tonnes) were greeted with shock but it is now accepted that output is likely to fall even further next year and remain below 100m tonnes per year for several years.

Exports also peaked in 1974 at 33.1m tonnes of steel products and have fallen steadily to 29.1m last year and probably less than 25m tonnes this year. Japan's steel capacity is variously estimated at 142m to 157m tonnes so this means the industry will have operated at about 70 per cent on average during 1982, a level at which it is very difficult to make money.

However, by late autumn, production rates were even lower. The best rates, about 70 per cent, were being achieved by mini mills while the industry average had plunged to 60 per cent.

Nippon Steel was operating at 55 per cent of capacity and had closed 12 of its 25 blast furnaces. NKK was running at 50 per cent but its Fukuyama works — the world's largest integrated steel mill — was operating at only 40 per cent of capacity.

It will not be clear until second half results are published just how well the Japanese producers can cope with very low levels of activity, but the betting is that they are managing a lot better than the Americans and Europeans.

Japan's steelmakers have come under increasing pressure in recent years from rising raw material costs and competition from newly industrialised countries such as South Korea and Taiwan.

They have responded by making massive investments to cut operating costs and so far have succeeded in remaining profitable.

The most important investments have been in equipment for continuous casting of liquid steel. This method of casting provides substantial savings in energy and improvements in yield compared to the ingot route and all steel producers are working to increase the proportion of their steel continuously cast.

Japan has been a clear leader throughout the 1970s and by the end of last year was casting 71 per cent of its steel continuously compared to 60 per cent in West

Germany, 27 per cent in the UK and 20 per cent in the U.S.

The Japanese have also led the way in such developments as operating blast furnaces without using oil. At the end of last year, all but one of the country's blast furnaces were oil-less units.

Another significant area for progress has been in energy recovery. NKK's ultra-modern Onagawa complex, completed in 1979, is 85 per cent self-sufficient in electricity, as a result of the use of waste gas, steam and air pressure. A more common rate in Europe might be 60 per cent.

Barrier

Against these advances, the Japanese producers are now running up against the formidable barrier of political rigidities. As demand continues to fall, it becomes logical to shut some works and concentrate production at others in order to maintain efficiency. But local governments in Japan are so strong that this sort of move is virtually impossible, so companies' financial performance could deteriorate rapidly.

The Japanese also recognise the increasing rigidities in world trade in steel. Subject to restraint agreements respecting their sales in European Community countries since 1976, Japan's steelmakers this year have come under strong attack from the U.S.

In July, Mitsui, the trading company, pleaded guilty to falsifying U.S. customs documents in order to dump steel in the U.S. and paid \$11.2m in fines.

Earlier, several other companies were accused by U.S. companies of dumping and being unfairly subsidised. In October, United States Steel Corporation went further, threatening legal action on the grounds that the Japanese were damaging the U.S. industry by diverting steel exports from EEC markets to the U.S.

The Japanese have rejected the charges but they recognise that the heyday of exporting to that country is over. They point out that they have cut shipments drastically to the U.S. since the spring and will continue to exercise restraint in the interest of "orderly markets".

They also say they are willing to negotiate a formal restraint

arrangement along the lines of that settled recently between the U.S. and the EEC. They are already adapting to the new circumstances.

In July, NKK announced it was leading a consortium of Japanese companies that had begun negotiations with Ford Motor of the U.S. aimed at buying from Ford a 75 per cent stake in Rouge Steel. Rouge, based near Detroit, produced 3.4m tonnes of crude steel in 1981, most of it for Ford.

The company owns coal and iron ore deposits and had sales of \$1bn in 1981.

NKK and Mitsubishi and Marubeni, two other members of the consortium, said they had been exporting various steel products to the U.S. and had "come to the conclusion that it would be most desirable to enter into the American market as a steel producer in order to continue their long-standing relations with their customers in the U.S."

In a similar move, Kobe Steel has been considering participating in a new seamless pipe mill project proposed by Wheeling-Pittsburgh in the U.S.

Japanese steel companies have been looking in other directions as well, competing vigorously for Soviet orders for large diameter pipe and becoming increasingly active in the construction of steel mills in developing countries.

There is growing fear that these moves, along with continuing marginal improvements in their steelmaking technology will not be enough. Producers are now looking for a major breakthrough in the basic steel-making process, such as the direct reduction of iron ore to steel, eliminating the highly expensive blast furnace.

In the meantime, they will have increasing difficulty maintaining their competitive position, not just in world markets but also at home. Imports are still negligible but producers in South Korea and Taiwan have begun to have an impact.

No one is as yet making any comparisons with the aluminium smelting sector — which is being deliberately run down because of poor prospects for remaining competitive — but the future for Japan's steel industry does not look anywhere as exciting as its past 20

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JAPANESE INDUSTRY IX



These mobile guided missile carriers demonstrate the country's growing military potential

Policy switch could benefit electronic sector

DEFENCE

JUREK MARTIN

THE POLITICAL and constitutional inhibitions that have made the post-war Japanese defence industry almost diffident in comparison with the drive of similar and less sensitive sectors may be on the verge of breaking down.

This will not necessarily mean the re-emergence of Japan either as a major military force in its own right or even as a first rank international arms merchant, but it is now reasonable to foresee that in certain specialised sectors, especially those with electronics application, Japan could become a significant supplier of military hardware and software.

Among the considerations holding Japan back and the shifting current realities are its constitution, limiting the Japanese military's role to national self-defence. The new Prime Minister, Mr. Yasuhiro Nakasone, and a substantial body of thought in the ruling Liberal Democratic Party are talking of reviewing the informal Cabinet policy decision of 1976 that defence spending should not exceed 1 per cent of gross national product, a ceiling which is about to be breached, partly because Japanese economic growth has slowed. Another outstanding 10-year-old policy, effectively prohibiting arms exports, may also be bending under U.S. pressure.

Cautious move

It so happens that the Japanese body politic, which is probably moving cautiously to the right, appears less inclined these days to resist pressure on defence from the U.S.—and, under the Reagan Administration, this pressure has increased markedly. Specifically, the U.S. wants Japan sharply to raise its defence budget, not an easy political decision for the Japanese Government in the

light of its current budgetary problems.

The U.S. wants Japan to take a more active air and sea role in policing the 1,000-mile sea lanes around its borders, thus theoretically freeing the U.S. Seventh Fleet to move, if necessary, in a Middle Eastern direction.

The U.S. also wants Japan to agree to technological military collaboration, which could entail breaking the arms export embargo policy. The Nakasone Government, intent on keeping relations with the U.S. on a close footing, may give in some or all of the above demands.

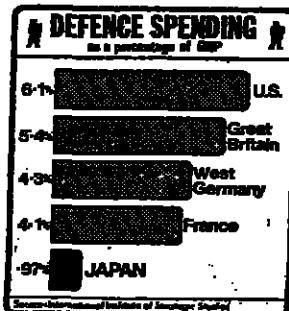
Given this political and strategic framework, the Japanese defence industry could assume new life. It is not insignificant already, in spite of the popular image that Japan possesses inferior military capability.

Defence spending in nominal terms puts Japan in the world's top ten. However, both the U.S. and European governments have repeatedly maintained that the obscene of the need to sustain a wide-ranging military establishment has freed Japan to concentrate on trade—with all the well-known consequences.

What is evident is that the Japanese defence industry is, surprisingly, not especially profit-oriented. The Government has, by its own standards, been relatively negligent in its research and development financing, and in its permitted profit margins for defence manufacturers. As a result, none of the major defence contractors has more than 10 per cent of its overall business activities invested in defence.

It is often said in Japan that the involvement of industrial giants, like the Mitsubishi group, Ichiikawa, Harima, Kawasaki, and Toshiba, reflects their "paternalism" more than anything else, since the economies of scale to date have not made commercial sense.

Under current budgeting plans, which may be improved by the new Government, the defence allocation



is shifting towards major arms procurement, and away from simple maintenance of a modest defence force. The 1983-87 procurement schedule is 70 per cent higher, at ¥4.4 trillion to ¥4.6 trillion, than in the 1980-84 plan. This could constitute a considerable anticipation for technologically oriented companies to get into the defence business.

Aviation projects

At present, the principal defence projects centre on aviation, and they reflect Japan's close American connections. Japan is producing under license 138 McDonnell Douglas F-15s (designed to replace the F-4 as Japan's main fighter), over 70 Lockheed P-3C anti-submarine patrol aircraft, and Bell helicopters. Principal contractors are the Mitsubishi group, Kawasaki, Ichiikawa, Harima, and Fuji, but with widespread subcontracting.

The MITX jet trainer project is under the shared development of Kawasaki, Mitsubishi and Fuji. It should be remembered that Japan has not really had an effective domestic aviation industry since the war, and export licence in military aircraft development could assist in the planned emergence of a Japanese civilian aircraft industry by the turn of the century.

Yet, the greatest interest centres on the military application of the acknowledged Japanese sophistication in electronics. Already, the

Japanese Government has shown a predilection for encouraging domestic manufacturers when it contracted for Toshiba's short-range surface-to-air missile in preference to the more tested British Rapier and the joint U.S.-European Roland.

In August, the Defence Agency disclosed its intent to procure a shore-to-ship missile for the ground forces, with Mitsubishi the likely lead contractor.

If the U.S. interest in Japanese missile development is strong, it may be more acute in the early warning radar field. The leaders here are again familiar industrial names—Nippon Electric, which built the existing Hedge system, Hitachi, Fujitsu and Toshiba.

It must be stressed that, while the political considerations seem to be moving inexorably, if slowly, in the direction of a more positive role for Japan, they are not set in concrete. In defence, as in other areas, the American influence is paramount.

With Japan moving haltingly towards assumption of a wider role, both regionally and globally, a change in signals from Washington (through a different administration, for example, or through a marked reduction in East-West tensions) could alter Japanese perceptions. Such a change could shift in the domestic political mood, which, particularly with regard to military spending, is still a highly charged issue.

TOP TEN SUPPLIERS

To defence agency (fiscal '80)	In Ym
1. Mitsubishi Heavy Industries	234,500
2. Ichiikawa Harima H.L.	108,800
3. Kawasaki H.L.	81,100
4. Mitsubishi Electric	72,400
5. Toshiba	32,900
6. Nippon Electric	22,300
7. Ichiikawa Aviation	14,100
8. Nippon Oil	13,000
9. Japan Steel Works	12,300
10. Sumitomo H.L.	12,000

Preparing for the next century

AVIATION

WALTER W. MILLER

AIRCRAFT manufacturing—an industry dominated internationally by the U.S. and Europe—may soon be faced with a serious challenge from Japan.

The Ministry of International Trade and Industry has designated aircraft production as a "target industry of the 21st century," setting the industry the aim of becoming competitive with Western manufacturers by 2010.

The industry's growth in recent years has been heavily dependent on defence contracts from country's Defence Agency. Manufacturers are gearing up to produce 75 F-15s jet fighters and 50 P-3C anti-submarine patrol planes under a \$17bn Government contract.

There is the likelihood, too, of further orders from the new Government. Prime Minister Yasuhiro Nakasone speaking at his first news conference since assuming office recently asserted that the Government may spend more money on defence.

He said "I understand the argument put forward by the U.S. and its European allies that Japan should increase its military spending now that it has become a great economic power."

Military outlays

Since 1976 the Government has limited military outlays to less than 1 per cent of the gross national product.

U.S. Government officials in Tokyo recently said Japanese aircraft manufacturers could "do to us in aviation what they did to us in the automotive industry," and said Japan "will be a formidable competitor in the looming fight over who gets what."

Aviation analysts expect Japan to become the third source, behind the United States and Western Europe (represented by Airbus Industrie—a consortium comprising British, French and West German interests), for commercial airplanes.

Just when this will happen is the big question. Although Boeing, the giant U.S. aircraft maker, recently introduced the newest commercial jetliner—the 767—analysts point out that many airline companies are pushing the industry for another passenger jet to fill a gaping hole in the market—a single-aisle twin-engine jet with 150 seats.

The Japanese are expected to play a major role in the development of such an aircraft, analysts say. They could either do it alone, or more likely join either with Boeing or Airbus Industrie, sharing in the financial risks and assisting in construction of the aircraft.

Some significant steps already taken by Japan include:

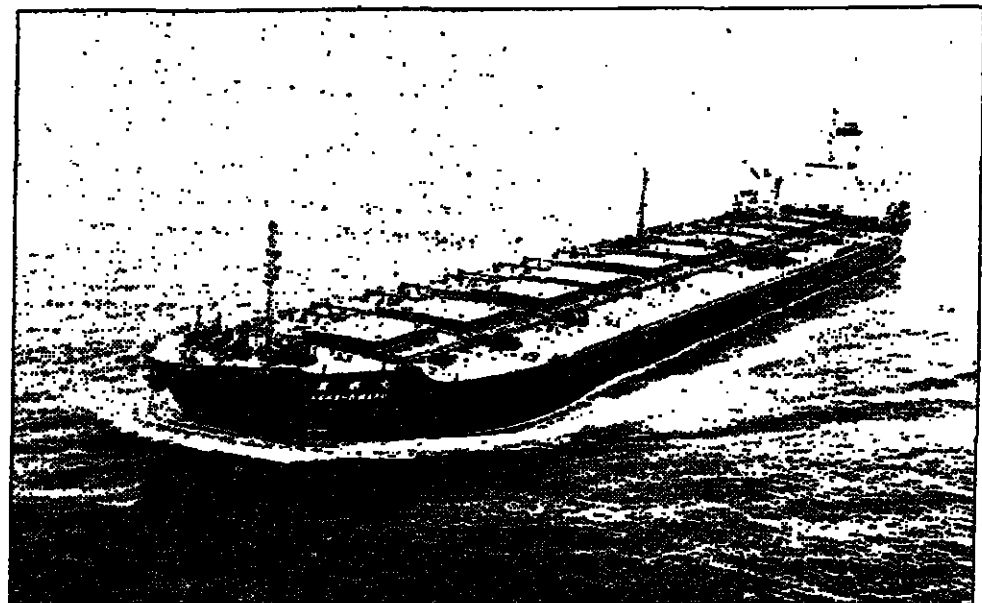
- Three Japanese aircraft manufacturers were formed into a consortium to build part of the body of the 767.
- With Britain's Rolls-Royce, a 50-50 partnership was formed to develop a new jet engine. One of this, Japan gains advance aircraft engine technology.
- Two Japanese companies have joined with the United States on the so-called "YXX" project to develop and produce the next generation passenger jetliner.

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BIOTECHNOLOGY

JEFFREY BROWN

BIOTECHNOLOGY in Japan has a research base that includes a large number of major drug and chemical companies. Like its counterparts in Britain and France, the industry is subject to government planning but the main driving force behind its development remains free market forces.

At around \$14bn a year, the Japanese market for drugs and medical diagnostics is the second largest in the world after the U.S. Japan today is responsible for something like a fifth of all new drugs under development, which is the sort of medical background that could be expected to have biotechnological spin-offs.

Recent research shows that Japan has nearly six times as many patents on inventions in biotechnology outstanding than the U.S.

The Keidanren, Japan's equivalent of the CBI, believes that some 113 major companies are working on some aspect of biotechnology. About a quarter of these can be said to be researching advanced genetic engineering techniques. The Keidanren also says that a further 49 of the companies in its review are about to set up genetic engineering operations.

The threads of the industry are diffuse, however, and in

order to promote more coordinated application the Ministry of International Trade and Industry (MITI) went into action last year. The MITI is to provide \$100m of government funds for a project aimed at "basic technology for future industries."

The programme is spread over 10 years but it is plainly seen as a lead up to the next century by which time—if all goes well—today's laboratory techniques will be much closer to factory production.

The government money is being pumped into the research centres of 14 companies within Japan's drugs, food and chemicals industries. They include such prestigious names as Mitsubishi, Daiichi, Asahi and Sumitomo, and all are members of the Biotechnology Development Technical Association. The MITI has picked out three fields for specific research, gene-splicing, mass cell culture and bio-reactors.

Interferon

The Long-Term Credit Bank of Japan recently took a look at Japanese biotechnology in its monthly review. From the pharmaceutical industry, the bank picked out Takeda Chemical, Green Cross and Wakunaga Pharmaceutical for special mention.

Takeda Chemical is the biggest drug company in Japan and its main thrust into technology has been in the development of interferon. Takeda has been working in tandem with the Swiss group Hoffman-La

Roche, which in turn is licensed by Genentech of the U.S. for the development of recombinant DNA-derived interferon.

Takeda and Roche split their development costs down the middle and the partnership led in January of this year to the formation by Takeda of an interferon production facility with the capacity to turn out 1,000bn units per month. Full scale clinical trials began this autumn.

The company's research efforts in the fields of recombinant DNA techniques, cell fusion and mass cell culture have recently been concentrated into a single research institute. Wakunaga has produced its own form of interferon and has also developed secretin, the human gastro-intestinal hormone, by its own technology. Green Cross has been working on serum albumin and interferon through a tie-up with Genex of the U.S.

The Long-Term Credit Bank makes the point that among chemical companies in Japan the biotechnology development race is being won by Mitsubishi Chemical. The company tends to concentrate on drug work but is also planning the mass production of chemicals. It got into the business early, setting up the Mitsubishi-Kasei Institute at the beginning of the 1970s.

This institute is relatively unique for a privately owned institute. It has a staff of more than 200 scientists, and has made new discoveries relating to DNA gene-splicing enzymes, and heat resistant bacteria.

Through a network of shareholdings, Mitsubishi Chemical has been taking action to gain a strong foothold in drug biotechnology. The company took an equity interest in Nikken Chemicals in 1980 and in Tobe Tanabe a year later. Earlier this year it reached an agreement with Genentech of the U.S. which will eventually see the formation of a joint venture producing serum albumin through a recombinant DNA process.

Fermentation

Leading the biotechnology challenge from the foods industry, is Ajinomoto which is able to call upon a vast experience of the fermentation business. The company is the world's largest producer of amino acids but it faces plenty of competition from within Japan.

Ajinomoto, which commands a substantial stock market following outside Japan, is a partner in one of the MITI's new fuel development projects. Efforts in this direction are geared to the development of a fermentation process for the continuous production of ethyl alcohol through genetically engineered bacteria.

The company has been cultivating close links with engineering groups like Nikki in order to pool fermentation and genetic engineering know-how with plant engineering technology—seemingly along the lines of development work being undertaken in the U.S. by Fluor Corporation and Genentech.

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JAPANESE INDUSTRY X

Cost of raw materials blunt competitive edge

TEXTILES

CHARLES SMITH

JAPAN'S man-made fibre industry, although still one of the world's largest, is in gradual retreat from its former position of supremacy. That does not mean that the industry is about to lie down and die. Major fibre manufacturers such as Toray, Teijin, Asahi Chemical and others are carrying out some of the most imaginative and successful diversification programmes to be found anywhere in Japanese industry, using the know-how acquired in fibre manufacture as a base for moving into many new and promising areas.

The reasons why Japan's man-made fibre industry has lost its competitive edge over the last few years are not hard to find. Japan lacks indigenous raw materials for the manufacture of fibres and is having to pay far more for its imported materials today than was the case before the first (1973) oil crisis. The U.S. fibres industry, by contrast, benefits from relatively cheap raw materials because of the country's indigenous oil reserves.

Wages higher

A second problem is wages. Wage costs in the fibre industries that have been set up in "newly industrialised" nations such as Korea and Taiwan are currently about two-thirds of those of Japan. The products turned out by the industries in such countries are less sophisticated than those produced by Japanese fibre makers but the gap between Japan and its new competitors is tending to narrow. According to Mr Hiroshi Inaoka, a director of Teijin, "The Koreans are about five years behind us today in terms of quality and sophistication. In a few years time they could be a good deal closer to us than that."

Loss of competitive edge in "basic" or mass-produced fibres has been partially offset during the past five years by a rapid move on the part of most Japanese fibre manufacturers into what are called "differentiated" fibres. The ratio of differentiated fibres in total Japanese output rose from 40.5 per cent to 57.5 per cent between 1978 and 1980 and is thought to have risen further still during the last two years. Despite this move into more specialised areas Japan's fibre exports passed their peak in both volume and value terms in 1975 and seem almost certain to go on falling. The 1981 export figure of 680,694 tonnes represented a 27 per cent fall from the 1975 record of 699,780 tonnes.

Japan's fibre makers have managed to pay profitable in part by means of a 20 per cent cut in capacity carried out over the past four years. But the overall profitability of the industry is well below the average for Japanese industry as a whole and may continue to level off gradually in future. It is against this background that each of the ten major manufacturers is pursuing an active diversification programme whose aim is to reduce fibres to a relatively small share of turnover—and an even smaller share of profits.

Diversification programmes carried out by the fibre industry fall into two main categories, according to Mr Takata, a specialist on the industry at the Industrial Bank of Japan. Type one involves the use of a company's existing resources of manpower, finance and management to move into completely new areas where attractive marketing opportunities exist. The highly successful move of Kanebo into the cosmetic industry is a classic example of such a move.

Other instances of what one company has dubbed the "hopping" diversification strategy are Asahi Chemical's entry into the prefabricated housing market and the emergence of Toyobo as a major manufacturer of electronic components. Extreme examples of "hopping" include the entry (under a previous president) of Teijin into the oil prospecting business and into the motor import business as a partner of Volvo.

The second type of diversification strategy undertaken by Japanese fibre makers has been described as the "base camp" strategy and involves the use of a company's existing know-how to produce new products that have basically nothing to do with the textile industry.

Teijin, which has switched from the "hopping" to the "base camp" approach during the past few years regards this as being the sounder long-term method of solving the industry's problems, although it admits that results can sometimes take a long time to show.

Diversification

Typical instances of "base camp" diversification include the use by Toray and Teijin of high polymer technology originally acquired for the production of polyester yarn to produce the polyester film that provides the backing for VTR cassette tape. Toray's emergence as the world's leading manufacturer of carbon fibre also took place as the result of a technology transfer from its original base in the textile industry, as did Teijin's development of its pharmaceutical division (in this case the link was provided by monomer technology).

A slightly more complex case of technical adaptation is the move by Mitsubishi Rayon into the production of plastic optical fibres. Mitsubishi used its know-how in the manufacture of MMA (a specialised plastic) to develop the fibres which form the core of its "Eskal" optical fibre and its polymer know-how to produce the cladding.

Companies like Toray, Teijin and Mitsubishi which have chosen to stress the "base camp" approach to diversification probably rank among the heaviest R and D spenders in Japanese industry—at least so far as their new fields of development are concerned. Mitsubishi and Teijin both spend about 3 per cent of their total sales on R and D but the direction of spending is overwhelmingly towards non-textile products.

THE TOP TEN FIBRE MAKERS

	Sales (Y bn)	Diversification ratio (%)
Toray	557	28.9
Asahi Chemical	532	24.3
Teijin	461	27.8
Uetake	215	24.6
Mitsubishi Rayon	199	42.4
Kuraray	193	25.9
Toho Rayon	78	4.5
Toyobo	317	11.1
Kanebo	276	38.4
Nitto Boseki	193	38.4

Notes: Sales are for the 12 months ended March 1982. Diversification means the percentage of a company's sales provided by products other than textiles. Certain companies, such as Asahi and Mitsubishi, have "traditional" non-textile divisions.

Source: Industrial Bank of Japan.

In Mitsubishi's case some 40 per cent of total research spending is the new products division which at the moment contributes a modest 3.2 per cent of the company's turnover. Teijin is also spending the bulk of its research money on new products, some of which it admits may take at least 10 years to reach the commercial stage.

The major fibre makers regard themselves as probably the most striking instance in Japan of a traditional industry seeking to move into new high technology fields. They are not alone, however, in pursuing this type of diversification strategy.

The Japanese steel industry has its eye on carbon fibres, for which coal pitch (a by-product of steel making) is a promising material, while the hard-hit Japanese petrochemical industry may be well on its way to becoming a leading source of fine chemicals. Diversification could be the key to the future for a large number of the old basic materials industries which began to lose competitive edge in Japan in the aftermath of the first oil crisis.

weighed by imports. There is also an irony in the attempt to break into overseas markets. Among the avant-garde designers, only a few, such as Mitsuburo Matsuda of Nicole, Yohji Yamamoto of Y's and Rei Kawakubo of Comme des Garçons are making a significant sales impact in the West, either creating special collections or modifying designs and sizing to suit the different preferences and physiques.

Many of the others, although pursued enthusiastically by foreign buyers, do not have the resources, nor apparently the intention to export seriously for the time being, as they have not yet realised their full potential on the domestic market.

In contrast, manufacturers now producing high-grade ready-to-wear are expected to find the competitive Western markets hard to conquer and some wonder if the investment is worth while. There is caution in the industry that the flurry of excitement over Japanese designers will not necessarily spread to the mass manufacturers, which on the whole have a weak brand image.

The quality of Japanese workmanship, while valued for high fashion can work against exports to the U.S. market—the main target of the export drive so far. This is because the price factor overrides durability and close attention to detail.

Invariably the retail ticket in the West is three to four times the f.a.b. Japan price, partly because consignments have to be airfreighted so as not to miss out on volatile fashion trends.

In a collective attempt to tackle the U.S. market, about 50 members of the Japan Women's and Children's Wear Manufacturers Association participated in the Japan Fashion Fair, held in New York in September 1981 and 1982, under the sponsorship of the Ministry of International Trade and Industry (MITI) and the Japan External Trade Organisation (JETRO).

In the first year manufacturers admitted they had not investigated the market sufficiently and made mistakes: the typical Japanese one-size-fits-all garment, abundant ornamentation and sombre colours were inappropriate for the American consumer. The second year, most exhibitors displayed three sizes of merchandise that was brighter coloured and less ornate, but although total orders were larger, individually they were still in small, experimental lots.

As these brief exhibitions are inadequate for forming a long-term relationship with buyers, larger manufacturers are setting up representative offices or subsidiaries in New York and

in some cases, Paris and Milan. Trading companies, which handle the bulk of Japan's clothing exports, are linking up with American marketing and distribution firms. One trading company, Toyo Menka Kaisha Ltd, recently opened a showroom in New York for the permanent display of Japanese-made apparel.

The government is keen to expand the clothing industry, with estimated ¥7 trillion sales annually. But domestic sales are unlikely to increase substantially in the next few years and manufacturers are having to rationalise their operations to maintain their position domestically.

They have to plan long in advance for abroad, whereas the domestic design to sales cycle is contracting. They also have to re-organise their dispatch system. Foreign buyers are used to writing orders for a full season and receiving staggered deliveries, instead of the Japanese system of piecemeal ordering and virtually immediate shipment.

The smaller designers are trying to make their collections more accessible to overseas customers. Some 13 of them are grouped together in the Tokyo Collection Office to co-ordinate the fashion show schedules into a more concentrated period. However, the new designs are exhibited a few weeks later—some of the garments bearing little or no relation to those previously shown—and that is when orders are taken.

A further difficulty for manufacturers is the pricing structure. In Japan, the ex-factory and wholesale prices are worked out as a percentage of the fixed retail price, which carries a substantially lower mark-up than in the West. Furthermore, the manufacturer often carries the risk, as sales to department stores and some specialty outlet chains are mainly on consignment, with the retailers able to return unsold merchandise for credit against their next purchases.

One view is that to some, the lack of risk in selling on a firm contract basis overseas is not always taken into account during price negotiations.

Domestically, too, the system is leading some manufacturers into trouble. When production and sales were expanding fast, the quantity of unsold goods was minimal. Now consumer spending is flattening out, smaller apparel firms without sophisticated inventory control systems, distribution flexibility and sufficient muscle to withstand what they see as increasingly tough terms demanded by leading retailers are finding a growing volume of goods left on their hands.

A handful of designers is now well established internationally

Tokyo look wins acclaim

FASHION

BARBARA CASSASUS

JAPAN is accustomed to capturing world headlines for its phenomenal post-war economic growth and technological achievements, but it has been startled by the sensation its fashion has caused over the past two years.

The surge of its designers' creativity, frequently compared to that of London in the 1960s, shows fashion is yet another sphere where Japan can absorb the best of the west and innovate, losing its image as an imitator by adding its own distinctive flare.

A handful of designers has been well established internationally for a number of years: Hanay Mori, the only Japanese to belong to the exclusive Paris Haute Couture

"Club," Kenzo, who is based in Paris and is claimed by the French as their own; Issey Miyake and Kansai Yamamoto. Recently, after more designers started showing their collections in Paris and New York, critics began lavishing praise on Japanese fashion per se and buyers began coming to Tokyo to seek out more talent.

A buyer for a major London department store, on his first business trip to Japan last month, said the new wave of designers is producing directional clothes, appealing to those searching for an important fashion statement. He points to the Japanese strength in casual day wear, attuned to contemporary living, and believes Tokyo will eventually become a major fashion centre, equal to Paris, New York, Milan and London. But this would widen the fashion choice, rather than detract from the established capitals, each of which has its

own particular speciality and "look," he added.

In general, Japanese fashion is noted for its excellent workmanship, fine detailing, exciting fabrics and subdued colours, together with comfortable styling giving a harmonious blend of Japanese tradition and modernity. Some designs, however, are so different that they are considered anti-fashion, almost a rebellion against the staunchly conservative Japanese society.

New dimension

This is a new dimension to the trend of western-style dress supplanting the traditional kimono. Japan's designers used to have to go abroad to earn a reputation, because only top foreign labels commanded the respect of the domestic consumer and tastes focused on the classic tailored "look."

As the streets of Tokyo testify, quality classic clothes have not lost their charm, but

there is one important difference. The younger generation change their image entirely in their leisure time and don avant-garde attire, described as perhaps the most daring in the world. And now, with the newly-acquired status of Japanese fashion, home-bred designers' clothes carry the prestige.

The popularity of foreign design names led to an influx of imports and in the mid to late 1970s a "licensing war," with trading companies, manufacturers and department stores vying with each other to tie up with the leading European and American fashion houses. The rush has subsided.

Some in the industry say it is because there are no more available licenses, others say it is because there are too many and that this, because of stagnating consumer spending, is producing a spate of discounting.

Although Japan's clothing exports rose sharply between 1979 and 1981, they are still far out-

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